

City of Houston, Texas, Ordinance No. 2019 - 984

**AN ORDINANCE APPROVING THE SIXTH AMENDED PROJECT PLAN AND REINVESTMENT ZONE FINANCING PLAN FOR REINVESTMENT ZONE NUMBER THREE, CITY OF HOUSTON, TEXAS (MAIN STREET/MARKET SQUARE ZONE); AUTHORIZING THE CITY SECRETARY TO DISTRIBUTE SUCH PLANS; CONTAINING FINDINGS AND OTHER PROVISIONS RELATED TO THE FOREGOING SUBJECT; AND DECLARING AN EMERGENCY.**

\* \* \* \* \*

**WHEREAS**, by City Ordinance No. 1995-1323 adopted December 13, 1995 ("Creation Ordinance"), the City Council of the City of Houston, Texas ("City") created Reinvestment Zone Number Three, City of Houston, Texas ("Zone") pursuant to Chapter 311 of the Texas Tax Code, as amended ("Code") for the purposes of development and redevelopment in the area of the City generally referred to as the Main Street/Market Square area; and

**WHEREAS**, the Board of Directors of the Zone ("Board") adopted, and the City approved, by Ordinance No. 1996-911 on September 11, 1996, the Project Plan and Reinvestment Zone Financing Plan for the Zone ("Plan"); and

**WHEREAS**, the Code authorizes the Board to adopt an amendment to the Plan, subject to, and effective upon, approval thereof by the City Council; and

**WHEREAS**, the Board previously adopted and recommended amendments to the Plan, which the City Council approved by Ordinance No. 1998-1205 on December 16, 1998 ("First Amendment"), Ordinance No. 1999-828 on August 11, 1999 ("Second Amendment"), Ordinance No. 2005-1050 on September 14, 2005 ("Third Amendment"), Ordinance No. 2007-1423 on December 12, 2007 ("Fourth Amendment"), and Ordinance No. 2011-989 on November 16, 2011 ("Fifth Amendment"); and

**WHEREAS**, the Board, at its November 19, 2019 board meeting, considered and adopted a proposed sixth amendment to the Plan ("Sixth Amendment"), and recommended approval thereof by the City Council; and

**WHEREAS**, before the Board may implement the Sixth Amendment, the City Council must approve the Sixth Amendment; and

**WHEREAS**, a public hearing on the Sixth Amendment is required to be held pursuant to Section 311.011 of the Code; and

**WHEREAS**, the City Council finds that notice of the public hearing was published in a newspaper of general circulation in the City in the time and manner required by law; and

**WHEREAS**, the City Council conducted a public hearing on the proposed Sixth Amendment on November 20, 2019; and

**WHEREAS**, at the public hearing, interested persons were allowed to speak for or against the proposed Sixth Amendment, the enlargement of the boundaries of the Zone, and the concept of tax increment financing; and

**WHEREAS**, evidence was received and presented at the public hearing in favor of the proposed Sixth Amendment, the enlargement of the boundaries of the Zone, or the concept of tax increment financing; and

**WHEREAS**, the City Council has approved the annexation of additional territory into the Zone pursuant to Ordinance No. 2019-983 1; and

**WHEREAS**, the Sixth Amendment includes the implementation and continuation of projects for the enlarged Zone; and

**WHEREAS**, the City desires to approve the Sixth Amendment; **NOW, THEREFORE**,

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1 Ordinance number of the ordinance enlarging the Zone's boundaries to be inserted by the City Secretary.

**BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF HOUSTON, TEXAS:**

**Section 1.** Findings. That the facts and recitals contained in the preamble of this Ordinance are found and declared to be true and correct and are hereby adopted as part of this Ordinance.

**Section 2.** Approval of the Sixth Amendment. That the existing Plan is hereby amended by adding "Part G," attached to this Ordinance as Exhibit "A." The Sixth Amendment is hereby determined to be feasible and is approved. The appropriate officials of the City are authorized to take all steps reasonably necessary to implement the Sixth Amendment.

**Section 3.** Distribution to Taxing Units. That the City Secretary is directed to provide copies of the Sixth Amendment to each taxing unit levying ad valorem taxes within the Zone.

**Section 4.** Severability. That if any provision, section, subsection, sentence, clause, or phrase of this Ordinance, or the application of same to any person or set of circumstances is for any reason held to be unconstitutional, void, or invalid, the validity of the remaining provisions of this Ordinance shall not be affected thereby, it being the intent of the City Council in adopting this Ordinance that no portion hereof or provision or regulation contained herein shall become inoperative or fail by reason of any unconstitutionality, voidness, or invalidity of any other portion hereof, and all provisions of this Ordinance are declared to be severable for that purpose.

**Section 5.** Emergency. That there exists a public emergency requiring that this Ordinance be passed finally on the date of its introduction as requested in writing by the Mayor; therefore, this Ordinance shall be passed finally on such date and shall take effect

immediately upon its passage and approval by the Mayor; however, in the event that the Mayor fails to sign this Ordinance within five days after its passage and adoption, it shall take effect in accordance with Article VI, Section 6, Houston City Charter.

PASSED AND ADOPTED this 4<sup>th</sup> day of December, 2019.

APPROVED this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Mayor of the City of Houston

Pursuant to Article VI, Section 6, Houston City Charter, the effective date of the foregoing Ordinance is DEC 10 2019.

*ATY. Haniel*  
City Secretary **Assistant**

Prepared by Legal Department *[Signature]*

(OUT/ems 11-21-19

Senior Assistant City Attorney

Requested by Andy Icken

Chief Development Officer, Office of the Mayor)

L. D. File No. 0619500030083

CAPTION PUBLISHED IN DAILY COURT  
REVIEW  
DATE: **DEC 10 2019**



| AYE     | NO      |                     |
|---------|---------|---------------------|
| ✓       |         | MAYOR TURNER        |
| • • • • | • • • • | COUNCIL MEMBERS     |
| ✓       |         | STARDIG             |
|         | ABSENT  | DAVIS               |
| ✓       |         | COHEN               |
| ✓       |         | BOYKINS             |
| ✓       |         | MARTIN              |
| ✓       |         | LE                  |
|         | ABSENT  | TRAVIS              |
| ✓       |         | CISNEROS            |
| ✓       |         | GALLEGOS            |
|         | ABSENT  | LASTER              |
| ✓       |         | MARTHA CASTEX-TATUM |
| ✓       |         | KNOX                |
| ✓       |         | ROBINSON            |
| ✓       |         | KUBOSH              |
| ✓       |         | EDWARDS             |
| ✓       |         | CHRISTIE            |
| CAPTION | ADOPTED |                     |

**EXHIBIT "A"**

**SIXTH AMENDED PROJECT PLAN  
AND REINVESTMENT ZONE FINANCING PLAN  
(PART "G")**

**REINVESTMENT ZONE NUMBER THREE  
CITY OF HOUSTON, TEXAS**

**MAIN STREET/MARKET SQUARE ZONE**

**Sixth Amended  
Project Plan and Reinvestment Zone Financing Plan**

**November 19, 2019**

REINVESTMENT ZONE NUMBER THREE  
CITY OF HOUSTON, TEXAS

MAIN STREET/MARKET ZONE

Part G – Sixth Amended Project Plan and Reinvestment Zone Financing Plan

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## REINVESTMENT ZONE NUMBER THREE, CITY OF HOUSTON, TEXAS

### **Sixth Amended Project Plan and Reinvestment Zone Financing Plan**

#### **Introduction:**

Reinvestment Zone Number Three, City of Houston, Texas, also known as the Main Street/Market Square Tax Increment Reinvestment Zone ("T.I.R.Z. #3," or "Zone") was created by Houston City Council ("City") on December 13, 1995, by Ordinance No. 95-1323, pursuant to Chapter 311 of the Texas Tax Code, in an area comprising nine blocks around Market Square Park in Downtown Houston ("Downtown"). The primary goals of the Zone were to alleviate blight, deteriorated street and site conditions, and obsolete transit services and facilities, and encourage the sound growth of the residential, retail, and commercial sectors in Downtown through the design and construction of improved streetscape enhancements, pedestrian amenities, public utility system upgrades, parkland improvements, and historic preservation.

#### **Section One:**

##### The Part A Plan:

The City adopted the Part A Project Plan and Reinvestment Zone Financing Plan on September 11, 1996, by Ordinance No. 96-911 ("Part A Plan"). The Part A Plan called for the construction of 905 new residential units, retail, commercial and office development totaling approximately 188,000 square feet, and included provisions for public parking. Project costs enunciated in the Part A Plan included streetscape enhancements, improvements to Buffalo Bayou, financial assistance for the Rice Hotel, acquisition and rehabilitation of historic structures, and affordable housing.

##### The Part B Plan:

On November 11, 1998, the Board of Directors of the Zone recommended that the City expand the original Zone boundaries by adding approximately 65 blocks located primarily along Main Street. The annexation of additional territory into the Zone and adoption of the First Amendment to the Project Plan and Reinvestment Zone Financing Plan ("Part B Plan") was approved by the City on December 16, 1998, by Ordinance No. 1998-1205, pursuant to Chapter 431 of the Transportation Code & Chapter 394 of the Local Government Code. Subsequently, on June 30, 1999, by resolution No. 1999-0039, the City approved the creation of the Main Street/Market Square Redevelopment Authority, now d/b/a Downtown Redevelopment Authority ("Authority"). The Authority was established to assist the City and the Zone Board of Directors in implementing the Part A and Part B plans. The Part B plan restated the goals and objectives included in the Part A Plan and added several new project costs, including streetscape enhancement, transit street improvements, parking facilities to support retail development, theater district improvements, cultural and public facility improvements, and educational facilities.

The second amendment to the Zone's Project Plan was approved by City Council on August 11, 1999, by Ordinance No. 1999-828. The second amended plan restated and further defined the fundamental goals and objectives identified in the Part A and Part B Plans. The primary intent of

the second amended plan was to incorporate changes to Houston Independent School District's ("HISD") participation in the Zone following an amendment to the Interlocal Participation Agreement among HISD, the City, and the Zone, approved by the City on August 18, 1999, pursuant to Ordinance No. 1999-914. The changes included an increase in project costs for educational facilities and historic preservation. New project costs included in the second amended plan included provisions for, public parking facilities, and transit-related infrastructure improvements. No changes occurred to the boundaries of the Zone as part of the second amended plan.

#### The Part C Plan:

The third amendment to the Zone's Project Plan, the Part C Plan, was approved by City Council on September 14, 2005, by Ordinance No. 2005-1050. The Part C Plan restated and further defined the fundamental goals and objectives identified in the Part A and Part B Plans. In addition, the Part C Plan provided for enlargement of the Zone's boundaries by the addition of two city blocks to facilitate and support the development of the Houston Pavilions project ("Pavilions"). The Pavilions is a mixed-use retail and office complex developed to stimulate major investment in the southeastern portion of Downtown. New project costs included in the Part C Plan provided for residential site development, parks and plazas, retail development, institutional facility improvements, property acquisition, and land assembly.

#### The Part D Plan:

The fourth amendment to the Zone's Project Plan, the Part D Plan, was approved by City Council on December 12, 2007, by Ordinance No. 2007-1423. The Part D Plan enlarged the Zone by the addition of city blocks encompassing City Hall, the Julia Ideson Building, the Central Library, City Hall Annex, Sam Houston Park, and the adjacent Buffalo Bayou parklands. This enlargement of the Zone supported the Julia Ideson Building expansion and other, future institutional facilities.

#### The Part E Plan

The Part E Plan is referenced in the Fifth Amendment to the Reinvestment Zone Project Plan and Reinvestment Zone Financing Plan; however, in order to align references to the various plan parts, Part E is now incorporated into Part F. Any reference to Part E in Ordinance No. 2011-989, is now incorporated into Part F herein.

#### The Part F Plan

The fifth amendment to the Zone's Project Plan, the Part F Plan, was approved by City Council on November 16, 2011, by Ordinance No. 2011-989. The Part F plan provided for an economic development program, authorized by Chapter 380 of the Texas Local Government Code, to fund maintenance and operations for Buffalo Bayou Park ("Project"). The Project included improvements to Buffalo Bayou Park, a 158 acre linear City park extending west of Downtown from the Sabine Street Bridge to the Shepherd Drive Bridge. Improvements included natural landscaping, site work, water features, trails, footpaths, and pedestrian lighting. Other enhancements included special lighting, pavilions, gardens, entry portals, art, special destinations, and limited concessions.

## **Section Two:**

### The Part G Plan:

The Zone and the City now propose the sixth amendment to the Zone's Project Plan and Reinvestment Zone Financing Plan, the Part G Plan. The Part G Plan provides for the enhancement of and improvements to the approximately 395 acres of land added to the Zone's boundaries contemporaneously with this sixth amendment, and includes the areas covered by the Part A, Part B, Part C, Part D, Part E, and Part F Plans. Public improvements proposed in the Part G Plan are in relationship to the goals, objectives, and project costs included in the original and amended Plans. Project costs are primarily intended for projects within the boundaries of the Zone; however, pursuant to Chapter 311 of the Texas Tax Code, as amended, if the Zone finds that there is a benefit to the Zone in implementing projects in areas outside the boundaries of the Zone, the Zone may expend project costs on those projects.

Pursuant to Texas Tax Code Section 311.010(e), the Zone seeks to amend the Project Plan to annex five distinct mappings contiguous with the Zone: (1) the underdeveloped, but burgeoning warehouse district on the north side of downtown, encompassing segments of Interstate 45 to Crockett, and Interstate 10 as the northern boundary terminating at Providence Street to the north with a contained, bounded annexation of the area marked by Interstate 69 from Providence Street and terminating at Pierce Street; (2a) an area of the Skyline District in the southwest quadrant of Downtown sweeping between Pierce and Bell westward to Andrews Street; (2b) an area of the Allen's Landing district in the west southwest quadrant of downtown bordered by Allen Parkway on the north, Bagby, Clay and Shaw Streets on the east, Andrews Street on the south, and Interstate 45 on the west; (3) an infill area bounded by Memorial and Houston Streets, and the Union Pacific Rail line, that will expand the Zone boundary west to encompass City municipal and administrative services buildings; and, (4) a five block "keyhole" addition at the heart of the Zone, bounded by Prairie, Milam, Rusk, Main, Texas and Travis (Blocks 58, 67, 68, 81, 82) composed of commercial structures. The annexed areas are highlighted in the attached Map 1 ("Annexed Areas").

The addition on the northern side of Downtown (Area 1), referred to by its residents as the warehouse district, is an area that has seen only nascent economic development. In the blocks within the zone that are south of the warehouse district, specifically the historic district, redevelopment has taken place as a result of the intervention of the Zone. The warehouse district is poised for similar redevelopment based on the historic nature of the area, its proximity to Downtown, the anticipated refashioning of the area as a result of the proposed North Houston Highway Improvement Project (NHHIP), and the interest of property owners. The Zone, in reference to and in collaboration with the Houston Downtown Management District (HDMD), will sponsor or provide capital improvement projects, economic development programs that promote business and eliminate blight and programs to encourage resilient community growth, historic preservation, housing, and restoration.

Contiguous with the addition of the warehouse district is the proposed annexation of the area marked by the Interstate 10 freeway bordering the warehouse district to the north and the area marked by the Interstate 69 freeway bordering the eastern edge of downtown running from Providence to Pierce streets between Zones 15 and 24. Annexation of this freeway adjacent area, along with annexation of the southwest quadrant of downtown marked by the Interstate 45 freeway (Areas 2a & 2b) permits the Zone to actively engage in the capital improvement projects and civic



opportunities proposed and considered as integral to a robust community view of Segment 3 of the NHHIP, the proposed highway redevelopment plan encircling Downtown that holds enormous promise of improved economic development and public connectivity, enhancing Downtown appeal, community engagement, and neighborhood sustainability. *See Exhibit 3 & 4.* From the anticipated 35 civic opportunity projects poised to accompany the NHHIP will emerge a Green Loop that will envelop the downtown core and abutting neighborhoods. *See Exhibit 4.* Capable of lacing together the City's core communities, these civic opportunities range from a series of multiple garden bridges to an elevated linear park along Pierce Street, from an extended EaDo cap park spanning vibrant areas of Downtown and the developing East End, to signature plaza's joining neighborhoods previously severed from Downtown, from the development of neighborhood parks, trails, gateways and waterfront projects to attract and invigorate public engagement, to water management and detention proposals aimed at reinforcing the City's weather resilience and safeguarding residential neighborhoods. *See Exhibit 4.*

The expansion of the blocks west of Travis and south of Bell (Areas 2a & 2b), variously referred to as the Skyline District and Allen's Landing, support ongoing redevelopment of Downtown's Main Street core including residential, lodging, and retail, through infrastructure upgrades, economic development grants and enhancement of parks, public spaces, and parking. Importantly, the addition of these two segments enables the facilitation of capital improvement projects abutting the redeveloped Interstate 45 corridor that will emerge from the proposed NHHIP, including a proposed Freedmen's Town cap park and Fourth Ward Greenway, along with the proposed Pierce Skypark West Gateway. These projects offer to enhance public connectivity by invigorating the interface between the southwest City core and the densified Midtown and Fourth Ward neighborhoods.

The annexation of the area north of Memorial and bounded by Houston Street and the Union Pacific Rail line (Area 3), is comprised mainly of City-owned surface parking lots, municipal courts and police facilities. The expansion into this area supports, and integrates the development proposed in the Western Downtown Facilities Complex. Buildings in this area, such as the Houston Police Department's Central Patrol and the City's Municipal Courts Building are only in partial use and, along with street conditions and utility infrastructure, require reevaluation in light of the City's resiliency initiatives and the implementation of the proposed NHHIP. Expansion into this area permits the Zone to work comprehensively to support the vision of Downtown civic facilities designed for the effective governance and administration of the City and enhanced public access.

The addition of the five city-blocks between Main and Milam north of Rusk (Area 4), the keyhole addition at the physical center of the proposed annexation, enables the Zone to further promote business development, augment pedestrian engagement, and extend pedestrian-friendly safety and transportation programs from the Main/Travis corridor that have renovated and redefined public involvement with Downtown. Importantly, optimizing opportunities in these five, proposed annexations closely tracks the findings and goals enunciated in Plan Downtown to invigorate connectivity between Downtown and abutting neighborhoods, and to support and enhance Downtown's businesses, residential attraction, and walkability. *See Exhibit 5.*

Project costs are consistent with the Project costs from the Part A, Part, B, Part C, Part D, Part E, and Part F plans. The Zone incorporates all Goals from the original Project Plan and subsequent amendments into the Sixth Amended Project Plan.

### **Proposed Goals for the Improvements in the Zone**

Proposed and restated goals of the Part G Plan relate to the original public improvement goals and are as follows:

#### **Goal 1: Strengthen the Edges of Downtown to Capture Civic and Commercial Capacity in Concert with the Implementation of the NHHIP.**

The North Houston Highway Improvement Project (NHHIP) will transform Downtown, its boundaries, and the manner in which Downtown interacts and connects with neighboring communities, as the Project entails entirely rebuilding the three highways encircling the Downtown area. During this decade-long reconstruction, the NHHIP presents approximately 35 civic opportunities for public, private and non-profit development prompted by the availability of new public land as part of the highway relocation. *See Exhibits 3 & 4.* The existing and expanded Zone boundaries trace these development opportunities as they augment Downtown's accessibility with anticipated multi-use recreational and civic assembly destinations, new connectivity demands, enhancement of existing facilities, and emerging resiliency projects. The total economic benefit of engaging in these civic opportunities is estimated at between 5.6 and 9 billion dollars, reflecting increased visitor, worker, and resident spending, and enhanced real estate development values. *See Exhibit 3.* Along the eastern edge of Downtown, the proposed EaDo cap park, a public assemblage area bridging the newly widened freeway between Lamar and Commerce, draws together the George R. Brown Convention Center, stadiums, parks and plazas poised above the highway, connecting Downtown to the emerging and vibrant east-side community, while invigorating the Downtown convention and sports districts. The outsized impact of a fully programmed EaDo cap is estimated to infuse 1.3 billion dollars into the Houston economy through consumer spending and development values. *See Exhibit 3.* The second high-impact civic opportunity presented by the NHHIP involves the conversion of the decommissioned Pierce Elevated into a signature linear park and carries an estimated economic impact of 600 Million dollars. *Id.* These NHHIP opportunities are replicated on a more moderate scale along the northern and western boundaries of the expanded TIRZ, permitting coordination of multi-modal connectivity demands paralleling the newly conceived Interstate 10 corridor north of the warehouse district as well as the streamlined Interstate 45 link skirting the western edge of the expanded Zone. Civic opportunities encompassed by the expanded northern boundary of the Zone include planning for an enlarged UH-Downtown campus, coordinating the impact of the North Canal construction, realigning, extending, and preserving essential surface streets and infrastructure, and pursuing alternative housing opportunities in the historic Warehouse district. Encompassing the Skyline District to the west of Travis permits the Zone to realize infill opportunities, activate street frontage within the office corridors and strengthen Downtown's commercial core through increased residential, civic and retail development. Managing the development of these civic needs and opportunities will serve to fully optimize the promise of the NHHIP to maximize the public benefit for the City.

**Goal 2: Create a Green Loop encircling Downtown to capture the opportunities incumbent in the NHHIP by coordinating the development of open green space, legacy, cap, and linear parks, garden bridges, gateways, public squares, and other appropriate recreational facilities to enhance connectivity and develop resiliency to flood events.**

The envisioned Green Loop is a 5-mile transportation and recreation circuit skirting Downtown and the expanded Zone. The Green Loop emerges from the highway redevelopment project as a means for ensuring the continued vitality of Downtown and enhancing the resiliency of abutting neighborhoods. *See Exhibits 3 & 4.* Annexing the proposed areas into the Zone permits suitable stewardship to engage with the development of this exceptional opportunity for the growth of the City as a world-class destination and enlivened community for its residents. Connecting adjacent neighborhoods to Downtown through public infrastructure, garden bridges, regional trail systems, adequate shade, comfort and like enhancements to bayous, bridges, parks, gateways, squares, and other public open green spaces will support and enhance the viability of residential, commercial, and retail districts Downtown. Further opportunity exists to develop civic spaces – libraries, schools and community centers – that front the Green Loop in support of the Downtown core and serve to build on Downtown’s emerging neighborhood clusters, thus attracting new residents and enlarging options for families, students, and prospective homeowners. *See Exhibit 5.* The treatment of bayou ecology as a water management project, envisioned in the Green Loop, presents the further opportunity to ensure development is resilient to flood events and supportive of the region’s unique ecosystem. *See Exhibit 4.*

**Goal 3: Rehabilitation and development of Cultural, Public and Institutional Facilities, Historic Preservation, and Residential Housing.**

The unique character of the Warehouse District, together with the opportunities presented by the NHHIP realignment, permits the utilization of public land vacated by the NHHIP to support both Downtown’s population growth goals and workforce housing prospects at new development sites as well as maintain and highlight the areas historic character. Expanding the Zone through the Skyline District, in concert with the Green Loop enhancements permits an enriched connection between Downtown’s office and retail core to housing and entertainment options in Midtown and the Fourth Ward. Reconstructing a connective promenade along Andrews Street, a cap and gateway between Fourth Ward and the Skyline District supports development that highlights the historic influence of African Americans in Houston’s development through public art, monuments, and interpretation. Enlarging the Zone to include the Houston Police Department’s Reisner Complex and the Municipal Courts Building, provides an opportunity to develop that strategic location for high-profile civic uses, governmental offices, and new housing leveraged with private, public, and non-profit developers. The goal here centers on upgrading and expanding the existing City facilities in western Downtown to consolidate or relocate certain facilities to alternative sites, repurpose existing facilities, determine the priorities for highest and best land uses, and envision new means of urban connectivity within the area to permit City government to operate more efficiently for employees and citizenry alike.

**Goal 4: The creation of pedestrian-friendly, safe environments within the boundaries of the expanded Zone through the reconstruction of streets and sidewalks with ample lighting and streetscape amenities.**

Streetscape enhancements create a walkable environment that assists in attracting investment in retail, residential, and commercial developments, provides community gathering places, and encourages pedestrian transit in the public realm. Enhanced streetscape components will include sidewalks, lighting, signage, street trees, landscaping, street furnishing, smart wayfinding, and other pedestrian amenities. The reconstruction of key streets and sidewalks, infill development, and protected bike lanes will enhance the level of service in the area. The construction of sidewalk systems, including ADA-compliant ramps and other treatments, will improve pedestrian safety, enrich the visual environment, and provide connectivity both within Downtown and between adjacent districts. All improvements will be coordinated with the street reconstruction programs of the City, Harris County, METRO, TxDOT, and other public entities. Attention will be placed on the leveraging of Zone monies through the funding of elements not addressed by the capital improvement projects of sister agencies, permitting the potential to amplify those efforts. Focus will be given to repairing and replacing old and dysfunctional infrastructure and creating walkable and inviting streets and sidewalks for residents, businesses and visitors.

**Goal 5: The reinforcement of Houston's Innovation Economy along the Main Street corridor and throughout Downtown.**

The retention and expansion of innovative business developments along the Main Street corridor enhances the continued successful redevelopment of the Downtown. Strengthening connections between existing businesses in Downtown and the start-up community by leveraging existing work-spaces for shared innovation ecosystems comprising a hub for technology accelerators and incubators ensures a pivotal density of research and business partnerships to prosper within Downtown. *See Exhibit 3.* Offering the catalytic mix of Downtown office space for start-ups and small businesses will attract and sustain innovators and their funders within Downtown and throughout Houston. By facilitating and incentivizing collaboration among Downtown's office core, area universities, industrial and warehouse facilities, and the use of shared office spaces the Zone will establish and grow Downtown's innovation District to become the center of gravity for technology and entrepreneurship in the region. *See Exhibit 5.*

**Goal 6: Economic Development Program.**

In cases where capital improvements to public infrastructure alone are insufficient or inadequate to stimulate private investment and economic development, the Zone may collaborate in funding an economic development program to incentivize private enterprise in the Zone and serve as a catalyst for other business developments ("Program"). The Program would support appropriate operation and maintenance of public infrastructure and facilities, including parks and recreational facilities, to develop and diversify the economy of the Zone, impacting area unemployment and underemployment in the Zone, and develop or expand transportation, business, and commercial activity in the Zone. Other examples of how the Program would be used include funding for business development and retention, business loss mitigation in cases where large public

construction projects disrupt access to and operation of businesses, economic development grants to catalyze investments, and matching grants to provide leverage for other economic development funds such as state enterprise projects, state economic development bank funds, and new market tax credit allocations. The Program as outlined in this Plan constitutes an economic development program of the Zone. The Zone may, further, collaborate in facilitating robust connections between private investment in Qualified Opportunity Funds and development efforts seeking funding in those areas of the Zone designated as Opportunity Zones as a result of the 2017 Tax Cuts and Jobs Act.

### **Other Project Plan Provisions**

#### **A. Project Plan**

Existing Uses of Land (Texas Tax Code §311.011 (b)(1)): Map 1 attached hereto depicts the existing land and proposed uses in the Original and Annexed Areas of the Zone. The existing and proposed land uses include multi-family residential, commercial, office, public and institutional, transportation and utility, park and open spaces, and undeveloped land uses.

Proposed Changes of Zoning Ordinances, Master Plan of Municipality, Building Codes, and Other Municipal Ordinances (Texas Tax Code §311.011(b)(2)): All construction will be performed in conformance with the City's existing rules and regulations. There are no proposed changes to any City ordinance, master plan, or building code.

Estimated Non-Project Costs (Texas Tax Code §311.011 (b)(3)): The non-project costs reflect, in part, costs that the Downtown Management District will generate including approximately \$15,388,035 in annual assessment revenues, a portion of which will be spent within the Zone to fund public safety and emergency response programs, cleaning and trash removal, landscape maintenance, pedestrian lighting, streetscape amenities, wayfinding, access and circulation, planning and capital project development, retail and business development programs, and marketing and communications.

Method of Relocating Persons to be Displaced, if any, as a Result of Implementing the Plan (Texas Tax Code §311.011 (b)(4)): It is not anticipated that any residents will be displaced by any of the projects to be undertaken in the Zone.

#### **B. Reinvestment Zone Financing Plan**

Estimated Project Costs (Texas Tax Code §311.011(c)(1)): Exhibit 1 (attached) details the proposed public improvement and administrative project costs. The dollar amounts are approximate and may be amended from time to time by City Council. The financing costs are a function of project financing needs and will vary with market conditions from the estimates shown on Exhibit 1 & Appendix to Exhibit 1 (attached).

Proposed Kind, Number, and Location of all Proposed Public Works or Public Improvements to be Financed in the Zone (Texas Tax Code §311.011(c)(2)): These details are described throughout the Plan. See also, Exhibit 4 (attached)

Economic Feasibility Study and Finding of Feasibility (Texas Tax Code §311.011(c)(3)): Economic feasibility studies have been completed that demonstrate the economic potential of the Zone including the HR&A study entitled, *Civic Opportunities Related to the North Houston Highway Improvement Project: Economic Impacts and Community Benefits* (December 2017) (Exhibit 3, attached). The incremental revenue estimates are projected as sufficient to cover the costs of the proposed redevelopment and infrastructure improvements in the Zone. The Plan estimates total project costs of \$816,617,353. The Zone and the City find and determine that the Part A Plan, Part B Plan, Part C Plan, Part D Plan, Part E Plan, Part F, and Part G Plan are economically feasible.

Estimated Amount of Bond Indebtedness; Estimated Time When Related Costs or Monetary Obligations Incurred (Texas Tax Code §311.011 (c)(4), §311.011 (c)(5)): Issuance of notes and bonds by the Zone will occur as tax increment revenues allow. The value and timing of the issuance of notes or bonds will correlate to debt capacity as derived from the attached revenue and project schedules, as well as actual market conditions for the issue and sale of such notes and bonds.

Methods and Sources of Financing Project Costs and Percentage of Increment from Taxing Units Anticipated to Contribute Tax Increment to the Zone (Texas Tax Code §311.011(c)(6)): Methods and sources of financing include the issuance of notes and bonds, as well as collaboration with developers and other entities for grant funding and partnerships. TY 1996 was the base year for the Zone and TY 2043 is the termination date. As outlined in Exhibit 2 at least \$872,083,156 million of increment is estimated to be generated by the Zone for use in funding project costs. This figure is calculated using an estimated collection rate of 98% and a City contribution of \$0.56792/\$100 of assessed valuation in the Original, 1999, 2007, and 2011 Annexed Areas. The City is also contributing \$0.23100/\$100 of assessed valuation in the 2005 Annexed Area. An HISD contribution of \$1.1367/\$100 of assessed valuation in the Original and 1998 Annexed Areas is also included in the increment calculation along with 51% of a Harris County contribution of \$0.407130/\$100 of assessed valuation in the 2005 Annexed Area and 51% of a Harris County Flood Control Contribution of \$.02792/\$100 of assessed valuation in the 2005 Annexed Area.

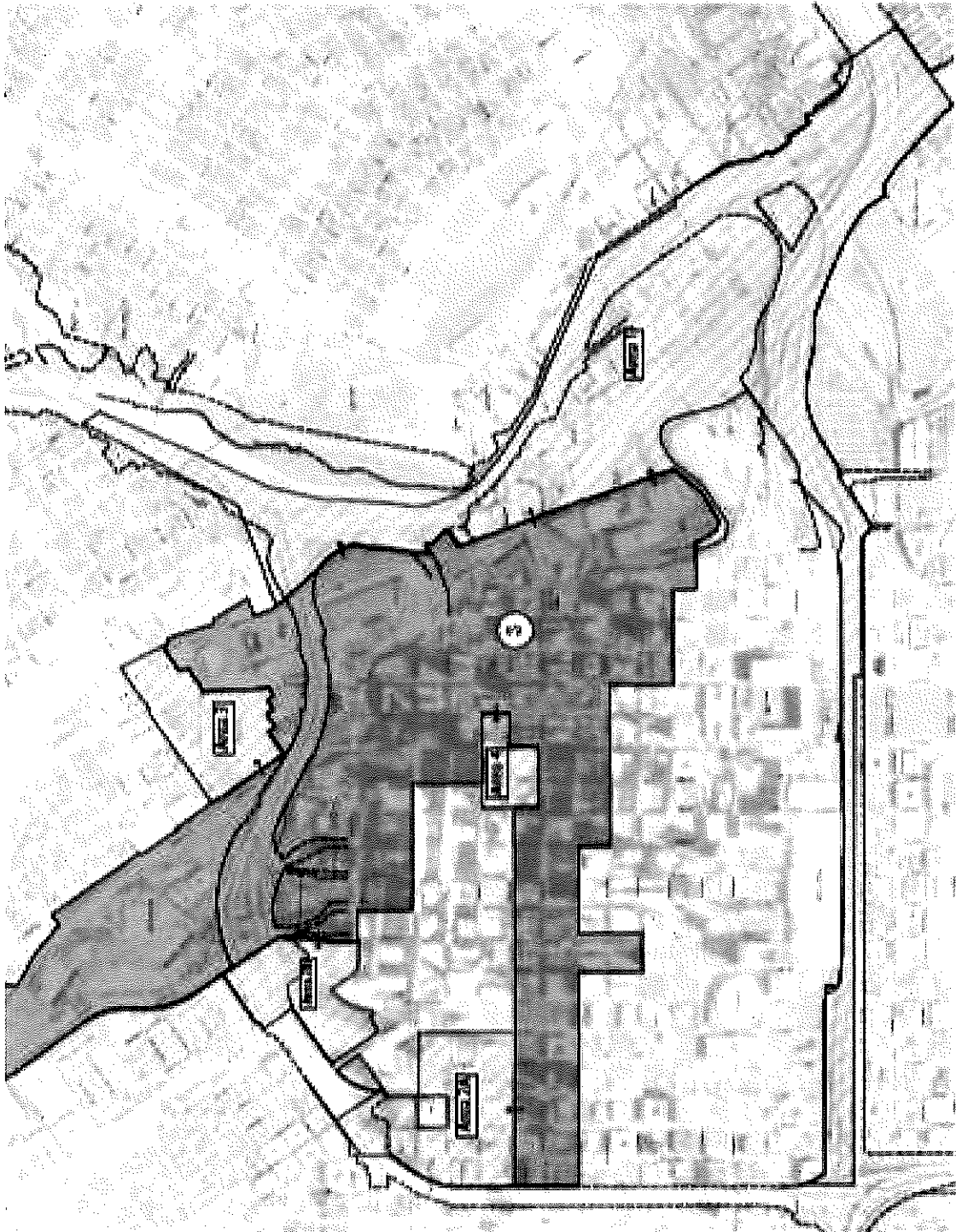
Current Total Appraised Value of Taxable Real Property (Texas Tax Code §311.011 (c)(7)): The current projected appraised value of taxable real property in the Zone, as of November 1, 2019, is \$4,875,755,569 .

Estimated Captured Appraised Value of Zone During Each Year of Existence (Texas Tax Code §311.011(c)(8)): The estimated captured appraised value for the remaining duration of the Zone is set forth in Exhibit 2.

Zone Duration (Texas Tax Code §311.011 (c)(9)): When the Zone was initially created by City Council on September 11, 1996, its duration was established at 30 years. On November 16, 2011, City Council granted the Zone's request to extend the duration of the Zone to December 31, 2043.

## MAPS AND EXHIBITS

Map 1 – Proposed Annexation







# Exhibit 1 – Project Costs Schedule

Project Cost Amendments: The following table includes the approved project costs for the Part A, Part B, Part C and Part D Plans and the changes made to those budgets through this Part G Amendment:

|  | 1996 Plan         | 1998 Plan          | 1999 Plan          | 2005 Plan          | 2007 Plan          | 2011 Plan          | 2019 Plan          | Costs Through      | Remaining            |
|--|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
|  | Estimated Costs   | Estimated Costs    | Estimated Costs    | Estimated Costs    | Estimated Costs    | Estimated Costs    | Estimated Costs    | 6/30/2019          | Costs                |
| <b>Infrastructure Improvements:</b>            |                   |                    |                    |                    |                    |                    |                    |                    |                      |
| Roadways and Street Improvements               | 2,000,000         | 11,675,000         | 11,675,000         | 9,600,000          | 9,600,000          | 23,164,730         | 47,500,000         | 36,814,288         | \$ 10,685,712        |
| Transit Improvements                           | -                 | 16,000,000         | 22,750,000         | 15,500,000         | 15,500,000         | 17,669,720         | 43,334,450         | 27,712,337         | \$ 15,622,113        |
| <b>Total Infrastructure Improvements</b>       | <b>2,000,000</b>  | <b>27,675,000</b>  | <b>34,425,000</b>  | <b>25,100,000</b>  | <b>25,100,000</b>  | <b>40,834,450</b>  | <b>90,834,450</b>  | <b>64,526,625</b>  | <b>\$ 26,307,825</b> |
| <b>Total Other Project Costs</b>               |                   |                    |                    |                    |                    |                    |                    |                    |                      |
| Real Property Improvements                     | 23,750,000        | 23,750,000         | 23,750,000         | 23,750,000         | 47,750,000         | 47,500,000         | 57,520,266         | 22,045,701         | \$ 35,474,565        |
| Parking Facilities                             | -                 | 15,000,000         | 15,000,000         | 3,100,000          | 3,100,000          | 10,156,417         | 10,156,417         | -                  | \$ 10,156,417        |
| Historic Preservation Improvements             | 1,500,000         | 9,000,000          | 16,500,000         | 13,500,000         | 18,500,000         | 26,351,008         | 26,351,008         | 15,522,789         | 10,828,219           |
| Parks and Recreational Facilities Improvements | 4,000,000         | 10,000,000         | 10,000,000         | 10,000,000         | 26,300,000         | 32,044,167         | 273,044,167        | 5,749,158          | \$ 267,295,009       |
| Theater District Improvements                  | -                 | 11,500,000         | 11,500,000         | 11,500,000         | 11,500,000         | 11,504,779         | 11,504,799         | 5,310,151          | 6,194,648            |
| Cultural and Public Facilities Improvements    | -                 | -                  | -                  | -                  | -                  | 10,000,000         | 10,000,000         | 1,503,555          | 8,496,445            |
| Property Acquisition/Land Assemblage           | -                 | -                  | -                  | 14,300,000         | 14,300,000         | 166,800,000        | 166,800,000        | 30,633,492         | 136,166,508          |
| Economic Development Programs                  | -                 | -                  | -                  | -                  | 19,500,000         | 22,000,000         | 22,000,000         | 10,678,800         | 11,321,200           |
| Institutional Facilities                       | -                 | -                  | -                  | -                  | 15,000,000         | 20,266             | -                  | -                  | -                    |
| Affordable Housing Improvements                | -                 | -                  | -                  | 2,375,000          | 15,000,000         | 21,650,000         | 48,930,000         | 21,571,169         | 27,358,831           |
| Financing Costs                                | 2,000,000         | -                  | -                  | 21,650,000         | 10,650,000         | 6,934,426          | 16,934,426         | 6,068,901          | 10,865,525           |
| Zone Administration                            | 750,000           | 1,891,000          | 1,891,000          | 1,891,000          | 6,750,000          | 82,541,820         | 82,541,820         | 43,909,837         | 38,631,983           |
| Educational Facilities Project Costs           | -                 | 32,182,656         | 82,541,820         | 82,541,820         | 82,541,820         | 82,541,820         | 82,541,820         | 43,909,837         | 38,631,983           |
| <b>Project Plan Total</b>                      | <b>34,000,000</b> | <b>130,998,656</b> | <b>195,607,820</b> | <b>209,707,820</b> | <b>280,991,820</b> | <b>488,337,333</b> | <b>816,617,353</b> | <b>227,520,178</b> | <b>589,097,175</b>   |

Note: There is no Part E Plan approved by City Council. The 2011 Project Plan refers to an E Plan; however, none exists.

Appendix – Exhibit 1A  
Detailed Overview of Plan Amendments

**Part A Plan****Estimated Project Costs \$34,000,000****Adopted by City Council by Ordinance 1996-0911 on 9/11/96**Streetscape Enhancements

\$2,000,000

Deleted in Part B

Public streetscape enhancements to serve a residential population and concerns for enhanced security, including but not limited to lighting, walks, landscaping and related street furniture. Improvements in addition to and integrated with street reconstruction by METRO. *Status: Deleted and replaced by Second Amended Plan (Part B) dated August 9, 1999.*

Buffalo Bayou Riverwalk

\$4,000,000

Market research identified waterfront amenities and recreational greenbelts as key amenities for potential residents. A riverwalk along the south bank of Buffalo Bayou takes advantage of existing structures lining the stream and connects Sesquicentennial Park and Allen's Landing. Improvements included walkways and access point landscaping. *Status: No change in scope; carry forward into revised plan.*

Preparation of Residential Development Sites

\$5,000,000

Plan provided utilities, public parking and eligible developer reimbursements associated with residential/mixed use development and redevelopment supporting new construction consisting of 640 dwelling units on sites currently occupied by surface parking lots. Approximately 2,000 structured parking spaces are anticipated to serve the residents and public visitors. Many of these spaces integrated into residential development projects. *Status: No change in scope; carry forward into revised plan.*

Rice Hotel Financial Assistance

\$18,750,000

The Zone provided assistance in the conversion of the preexisting Rice Hotel building into a mixed-use development providing 345 residential units, ground-level retail space and parking facilities. *Status: No change in scope; carry forward into revised plan.*

Acquisition/Rehabilitation of Historic Structures

\$1,500,000

Preservation and restoration of smaller historic structures through acquisition/ resale and/or rehabilitation of roofs, other structural elements, and facades. Projects allow for retail and other services for area residents. *Status: No change in scope; carry forward into revised plan.*

**Part B Plan****Estimated Project Costs \$130,998,656****Adopted by City Council by Ordinance 1998-1205 on 12/16/98****Estimated Project Costs \$195,607,820****Adopted by City Council by Ordinance 1999-0828 on 8/11/99**

City adopted a restated Part C Plan to 1) incorporate changes in HISD participation and 2) restate and redefine goals and objectives of Part A and Part B plan.

Streetscape Enhancements

\$11,675,000

Reduced to \$7,100,000 in Part C

Initially, streetscape enhancements and sidewalk vault improvements for streets not included in METRO Transit Streets or Cotswold projects. After adoption of Part C, includes roadway improvements such as storm sewer inlets and leads, curbs/gutters and pavement resurfacing. *Status: No change in scope; carry forward into revised plan.*

Transit Streets \$16,000,000  
Reduced to \$10,000,000 in Part C  
Main Street improvements in conjunction with METRO's new rail installation. *Status: No carry forward.*

Public Parking Facilities \$15,000,000  
Deleted in Part C  
TIRZ funding to supplement garage development to promote retail and residential development in Market Square and Main Street areas. *Status: Deleted and replaced by The 2005 Plan. No carry forward.*

Transit Center and Super-Stop \$6,775,000  
Reduced to \$2,500,000 in Part C  
Provide 1) local match financing to secure METRO's federal grant for cost of Transit Center and 2) co-funding of development of Superstop. *Status: Scope changed (delete Transit Center component); \$2.2M expended against reduced cost. carry forward into revised plan.*

Acquisition/Rehabilitation of Historic Structures \$15,000,000  
Reduced to \$12,000,000 in Part C  
Funding to acquire, lease, and/or sell properties or participate with property owners to promote development of underutilized historic buildings for residential and/or commercial uses, enhancing existing pedestrian/retail environment. *Status: No change in current scope; Carry forward into revised plan.*

Education Facilities \$82,541,820  
Educational facilities improvements as provided in Chapter 311 of the Texas Tax Code for projects located inside or outside the Zone. These facilities will be provided in accordance with Interlocal Agreement with HISD. *Status: No change in current scope; Carry forward into revised plan.*

Buffalo Bayou Improvements \$6,000,000  
Reduced to \$2,300,000 in Part D  
Scope as initially conceived provided continuation of Part A Riverwalk improvements. Scope reduced in The 2007 Plan. *Status: No change in current scope; Carry forward into revised plan.*

Theater District Improvements \$11,500,000  
With others, provide funding for improvements to Theater District streets, sidewalks, public spaces and/or cultural/public buildings. *Status: No change in current scope. Carry forward into revised plan.*

**Part C Plan**  
**Estimated Project Costs \$209,707,820**  
**Adopted by City Council by Ordinance 2005-1050 on 9/14/05**  
Economic Development Grant \$8,800,000

Zone enlarged to facilitate development of mixed use retail, residential and office complex. The Zone provided funding support to *Houston Pavilion* project in an effort to stimulate major investment within the CBD. *Status: No change in scope, carry forward into revised plan.*

Retail Parking Facilities \$5,500,000  
The Zone provided funding support for the *Houston Pavilion's* project parking facilities. The project included upgrades to the existing garage to meet retail standards for safety and welfare of the general

public and included air right access, safety lighting, interior way finding, landscaping and ingress/egress modifications. *Status: No change in scope; carry forward into revised plan.*

Public Parking Facilities \$3,100,000

Parking facilities originally identified in Part B to serve the retail core. Part C provided funding for a second parking facility in another area of the Zone. *Status: No change in scope; carry forward into revised plan. Status.*

Transit Streets and Facilities \$5,500,000

Continued public investment in transit improvements that serve the Zone, which could include roadway infrastructure, utilities, site preparation, and related right-of-way acquisition associated with transit improvements. *Status: No change in scope; carry forward into revised plan.*

Affordable Housing \$2,375,000

Increased to \$15,000,000 in Part D

Increasingly, affordable housing for the downtown workforce has emerged as an important public policy issue. Zone funding can promote private, public, and non-profit developers to integrate affordable housing into their residential development within the downtown area. *Status: No change in scope; carry forward into revised plan.*

**Part D Plan**

**Estimated Project Costs \$285,991,820**

**Adopted by City Council by Ordinance 2007-1423 on 12/12/07**

Residential Site Development \$5,000,000

Additional \$5M project funding for residential site development into areas annexed beyond original area, providing utilities and developer reimbursements for residential development. *Status: No change in scope; carry forward into revised plan.*

Parks, Plazas and Streetscapes \$20,000,000

Development or redevelopment of parks and plazas within an expanded Zone to include, but not limited to, public streetscape improvements, street furniture, and landscaping along the public right-of-way. *Status: No change in scope; carry forward into revised plan.*

Retail/Residential Development \$14,000,000

Promote development of street-level retail and residential development within the Central Business District. *Status: No change in scope; carry forward into revised plan.*

Institutional Facilities \$19,500,000

Completed project: expansion and restoration of the Julia Ideson Building of the Central Library. Other public institution projects are to be considered. *Status: No change in scope; carry forward into revised plan.*

Property Acquisitions/Land Assemblage \$10,000,000

To promote further redevelopment within the Zone. *Status: No change in scope; carry forward into revised plan.*

Acquisition/Rehabilitation of Historic Structures \$5,000,000

To promote further redevelopment within the Zone. *Status: No change in scope; carry forward into revised plan.*

#### **Part F Plan**

**Estimated Project Costs \$488,337,353**

**Adopted by City Council by Ordinance 2011-989 on November 16, 2011**

Roadways & Street Improvements

\$22,500,000

To develop and or sponsor projects that improves mobility throughout the downtown area. Identified projects may include but are not limited to lighting, milling, paving, overlaying, curb, gutter and utilities. *Status: No change in current scope; Carry forward into revised plan.*

Infrastructure Mobility & Transit Improvements

\$18,334,450

Continued public investment in transit improvements that serve the Zone, which could include roadway infrastructure, utilities, site preparation, lighting, landscaping, furniture, signage, related right-of-way acquisition associated with transit improvements, and other public amenities. *Status: No change in current scope; Carry forward into revised plan.*

Residential & Retail Development

\$57,520,266

Funding assistance on residential/mixed use projects that will revitalize the retail market and promote development/redevelopment of street-level retail within the Central Business District. Zone funding can encourage private, public, and non-profit developers to integrate "Workforce Housing" into their residential development within the downtown area. *Status: No change in current scope; Carry forward into revised plan.*

Parking Facilities Development

\$10,156,417

Identified projects will assist in providing additional parking to serve patrons, workers, visitors and residents of the Central Business District and spur retail and residential development. *Status: No change in current scope; Carry forward into revised plan.*

Historic Preservation

\$26,351,008

To preserve the historic significance of Downtown Houston; the Zone has created a Historic Preservation Program to grant funds to developers to restore the facades of historically significant buildings, placement of historical markers, fixtures, lighting and art. *Status: No change in current scope; Carry forward into revised plan.*

Parks, Plaza & Recreational Facilities

\$32,044,167

Zone funding will encourage the development or redevelopment of parks, green space and plazas within the Zone to create a pedestrian friendly oasis and an amenity to the surrounding businesses/retail/residential communities. These projects will promote other area improvements and economic growth. *Status: No change in current scope; Carry forward into revised plan.*

Theater District Improvements

\$11,504,779

To develop and or sponsor public improvement projects that will include but are not limited to lighting, installation of sidewalks, public spaces, signage, street furniture, signage and the installation of

landscaping or other public amenities. Status: No change in current scope; Carry forward into revised plan.

**Cultural & Public Facilities Improvements** \$10,000,000

To develop and or sponsor projects that improves the quality of life for residents, workers and visitors of the CBD. Status: No change in current scope; Carry forward into revised plan.

**Economic Development Programs** \$166,800,000

Pursuant to the authority granted by Section 311.010(h), Texas Tax Code. The Zone has established an Economic Development Program to promote, develop and diversify the economy of the Zone, eliminate unemployment and underemployment in the Zone, and develop or expand transportation, business and commercial activity within the Zone. Status: No change in current scope; Carry forward into revised plan.

**Institutional Facilities Improvements/Development** \$22,000,000

The Authority will partner with private philanthropic fundraising efforts to improve institutional facilities of the participating taxing authorities of the Zone. Status: No change in current scope; Carry forward into revised plan.

**Educational Facilities** \$82,541,820

Educational facilities improvements as provided in Chapter 311 of the Texas Tax Code for Projects Located inside or outside the Zone. These facilities will be provided in accordance with the Interlocal Agreement with HISD. Status: No change in current scope; Carry forward into revised plan.

**Part G Plan**  
**Estimated Project Costs \$816,617,353**

**Roadways & Streets** \$47,500,000

To develop and or sponsor projects that improve mobility throughout the Zone. Identified projects may include but are not limited to bridges and surface street connections required as a result of NHHIP development, lighting, milling, paving, overlaying, curb, gutter, and utilities work. Increased from Plan F.

**Infrastructure, Mobility, Transit Improvement** \$43,334,450

Continued investment in public transit improvements that serve the expanded Zone, which could include improvements associated with NHHIP development, roadway infrastructure, utilities, site preparation, lighting, landscaping, furniture, signage, related right-of-way acquisition associated with transit improvements and associated public amenities. Increased from Plan F.

**Real Property Improvements** \$57,520,266

To develop and or sponsor projects to enhance and revitalize the expanded Zone, to promote ground-floor retail, fund and encourage public and non-profit developers to integrate workforce housing into residential developments within the Zone.

**Parking Facilities** \$10,156,417



Identified projects will assist in providing additional parking to serve patrons, workers, visitors and residents of the expanded Zone to stimulate retail and residential development providing ease of access to City's amenities. Carried forward from Plan F.

Historic Preservation Improvements

\$10,156,417

Funding to participate with property owners to promote development of underutilized historic buildings for residential and/or commercial uses, enhancing existing pedestrian and retail environment.

Parks & Recreational Facilities Improvements

\$273,044,167

Funding to capture the civic opportunities resulting from the NHHIP, attentive to enhancing the connections between the Zone and adjacent communities and concentrated on amenities at the edges of Downtown. Identified projects may include, but are not limited to, an EaDo cap public assemblage joining Downtown to the East End, a signature linear park situated on the Pierce Elevated decommissioned as a result of the NHHIP, plazas, parks, and gateways joining Downtown and an enhanced Buffalo Bayou to the Second, Third, Fourth and Fifth Wards.

Theater District Improvements

\$11,504,799

To develop and or sponsor public improvement projects that will include but are not limited to lighting, installation of sidewalks, public spaces, signage, street furniture, and the installation of landscaping or other public amenities. Carried forward from Plan F.

Cultural & Public Facility Improvements

\$10,000,000

To develop and or sponsor projects that improve the quality of life for residents, workers, and visitors of the expanded Downtown Zone. Carried forward from Plan F.

Economic Development Programs

\$166,800,000

Pursuant to the authority granted by Section 311.010(h), Texas Tax Code, the Zone has established an Economic Development Program to promote, develop and diversify the economy of the Zone, eliminate unemployment and underemployment in the Zone, and develop or expand transportation, business and commercial activity within the expanded Zone. Carried forward from Plan F.

Institutional Facilities

\$22,000,000

The Authority will partner with private philanthropic fundraising efforts to capture opportunities to develop and or improve institutional facilities of the participating taxing authorities of the Zone. Identified projects may include but are not limited to facilities housing and supporting the administrative arms of City governance and situated on the western edge of the Zone. Carried forward from Plan E.

Educational Facilities

\$82,541,820

Educational facilities improvements as provided in Chapter 311 of the Texas Tax Code for projects inside or outside the Zone. These facilities will be provided in accordance with Interlocal Agreement with HISD. Carried forward from Plan B.

Financing Costs

\$48,930,000

Estimating Financing Costs for parts A, B, C, D, E, F and G as described in Exhibit 1

Zone Administration

\$16,934,426

Estimated Administration Costs for parts A, B, C, D, E, F and G as described in Exhibit 1

# Exhibit 2 – Estimated Net Revenue Schedule of All Participating Jurisdictions

| Tax Year (1) | Increment Revenue |                 |                   |                         | Transfers/Administrative Fees |                                    |            |                          |                       | Net Revenue (Total Increment Revenue less Total Transfers) |
|--------------|-------------------|-----------------|-------------------|-------------------------|-------------------------------|------------------------------------|------------|--------------------------|-----------------------|--|
|              | City              | Houston ISD (2) | Harris County (3) | Total Increment Revenue | City Admin (5%)               | Houston ISD Educational Facilities | HISD Admin | Harris County Admin (5%) | Total Admin/Transfers |  |
| 2019         | \$ 17,603,324     | \$ 4,989,287    | \$ 375,563        | \$ 22,968,173           | \$ 880,166                    | \$ 1,612,386                       | \$ 25,000  | \$ 18,778                | \$ 2,536,330          | \$ 20,431,843  |
| 2020         | \$ 18,676,856     | \$ 4,989,287    | \$ 392,316        | \$ 24,058,459           | \$ 933,843                    | \$ 1,612,386                       | \$ 25,000  | \$ 19,616                | \$ 2,590,845          | \$ 21,467,614  |
| 2021         | \$ 19,793,328     | \$ 4,989,287    | \$ 409,740        | \$ 25,192,355           | \$ 989,666                    | \$ 1,612,386                       | \$ 25,000  | \$ 20,487                | \$ 2,647,539          | \$ 22,544,816  |
| 2022         | \$ 20,954,460     | \$ 4,989,287    | \$ 427,861        | \$ 26,371,608           | \$ 1,047,723                  | \$ 1,612,386                       | \$ 25,000  | \$ 21,393                | \$ 2,706,502          | \$ 23,665,106  |
| 2023         | \$ 22,162,037     | \$ 4,989,287    | \$ 446,707        | \$ 27,598,031           | \$ 1,108,102                  | \$ 1,612,386                       | \$ 25,000  | \$ 22,335                | \$ 2,767,823          | \$ 24,830,207  |
| 2024         | \$ 23,417,917     | \$ 4,989,287    | \$ 436,398        | \$ 28,843,601           | \$ 1,170,896                  | \$ 1,612,386                       | \$ 25,000  | \$ 21,820                | \$ 2,830,102          | \$ 26,013,500  |
| 2025         | \$ 24,724,032     | \$ 4,989,287    | \$ 436,398        | \$ 30,149,717           | \$ 1,236,202                  | \$ 1,612,386                       | \$ 25,000  | \$ 21,820                | \$ 2,895,407          | \$ 27,254,309  |
| 2026         | \$ 26,082,392     | \$ 4,989,287    | \$ -              | \$ 31,071,678           | \$ 1,304,120                  | \$ 1,612,386                       | \$ 25,000  | \$ -                     | \$ 2,941,506          | \$ 28,130,173  |
| 2027         | \$ 27,495,086     | \$ -            | \$ -              | \$ 27,495,086           | \$ 1,374,754                  | \$ -                               | \$ -       | \$ -                     | \$ 1,374,754          | \$ 26,120,331  |
| 2028         | \$ 28,964,288     | \$ -            | \$ -              | \$ 28,964,288           | \$ 1,448,214                  | \$ -                               | \$ -       | \$ -                     | \$ 1,448,214          | \$ 27,516,073  |
| 2029         | \$ 30,492,258     | \$ -            | \$ -              | \$ 30,492,258           | \$ 1,524,613                  | \$ -                               | \$ -       | \$ -                     | \$ 1,524,613          | \$ 28,967,645  |
| 2030         | \$ 32,081,346     | \$ -            | \$ -              | \$ 32,081,346           | \$ 1,604,067                  | \$ -                               | \$ -       | \$ -                     | \$ 1,604,067          | \$ 30,477,279  |
| 2031         | \$ 33,733,999     | \$ -            | \$ -              | \$ 33,733,999           | \$ 1,686,700                  | \$ -                               | \$ -       | \$ -                     | \$ 1,686,700          | \$ 32,047,299  |
| 2032         | \$ 35,452,757     | \$ -            | \$ -              | \$ 35,452,757           | \$ 1,772,638                  | \$ -                               | \$ -       | \$ -                     | \$ 1,772,638          | \$ 33,680,119  |
| 2033         | \$ 37,240,266     | \$ -            | \$ -              | \$ 37,240,266           | \$ 1,862,013                  | \$ -                               | \$ -       | \$ -                     | \$ 1,862,013          | \$ 35,378,253  |
| 2034         | \$ 39,099,275     | \$ -            | \$ -              | \$ 39,099,275           | \$ 1,954,964                  | \$ -                               | \$ -       | \$ -                     | \$ 1,954,964          | \$ 37,144,311  |
| 2035         | \$ 41,032,645     | \$ -            | \$ -              | \$ 41,032,645           | \$ 2,051,632                  | \$ -                               | \$ -       | \$ -                     | \$ 2,051,632          | \$ 38,981,012  |
| 2036         | \$ 43,043,349     | \$ -            | \$ -              | \$ 43,043,349           | \$ 2,152,167                  | \$ -                               | \$ -       | \$ -                     | \$ 2,152,167          | \$ 40,891,181  |
| 2037         | \$ 45,134,481     | \$ -            | \$ -              | \$ 45,134,481           | \$ 2,256,724                  | \$ -                               | \$ -       | \$ -                     | \$ 2,256,724          | \$ 42,877,757  |
| 2038         | \$ 47,309,259     | \$ -            | \$ -              | \$ 47,309,259           | \$ 2,365,463                  | \$ -                               | \$ -       | \$ -                     | \$ 2,365,463          | \$ 44,943,796  |
| 2039         | \$ 49,571,028     | \$ -            | \$ -              | \$ 49,571,028           | \$ 2,478,551                  | \$ -                               | \$ -       | \$ -                     | \$ 2,478,551          | \$ 47,092,477  |
| 2040         | \$ 51,923,268     | \$ -            | \$ -              | \$ 51,923,268           | \$ 2,596,163                  | \$ -                               | \$ -       | \$ -                     | \$ 2,596,163          | \$ 49,327,104  |
| 2041         | \$ 54,369,597     | \$ -            | \$ -              | \$ 54,369,597           | \$ 2,718,480                  | \$ -                               | \$ -       | \$ -                     | \$ 2,718,480          | \$ 51,651,117  |
| 2042         | \$ 56,913,779     | \$ -            | \$ -              | \$ 56,913,779           | \$ 2,845,689                  | \$ -                               | \$ -       | \$ -                     | \$ 2,845,689          | \$ 54,068,090  |
| 2043         | \$ 59,559,729     | \$ -            | \$ -              | \$ 59,559,729           | \$ 2,977,986                  | \$ -                               | \$ -       | \$ -                     | \$ 2,977,986          | \$ 56,581,742  |
|              | \$ 886,830,754    | \$ 39,914,293   | \$ 2,924,984      | \$ 929,670,031          | \$ 44,341,538                 | \$ 12,899,088                      | \$ 200,000 | \$ 146,249               | \$ 57,586,875         | \$ 872,083,156   |

## Notes:

- (1) Redevelopment Authority is scheduled to terminate in Tax Year 2048
- (2) Houston ISD participation terminates at the end of Tax Year 2023
- (3) Harris County participation ends December 31, 2025 or when total tax increments contributed by Harris County and Harris County Flood Control total \$8,500,000.
- (4) Houston Independent School District participation ends with tax year 2026.
- (5) Collection rate of 98% is assumed; Growth of 4% is assumed.

### Exhibit 2A – City of Houston – Original Area

| Tax Year | Base Value<br>Original<br>Area | Taxable<br>Value<br>Original Area | Captured<br>Appraised Value | Collection<br>Rate | Tax Rate | Increment<br>Revenue | City Admin<br>(5%) | Net Revenue<br>(Less<br>Transfers) |
|----------|--------------------------------|-----------------------------------|-----------------------------|--------------------|----------|----------------------|--------------------|------------------------------------|
| 2019     | 22,231,380                     | \$ 415,260,387                    | \$ 393,029,007              | 98.00%             | 0.56792  | \$ 2,187,449         | \$ 109,372         | \$ 2,078,076                       |
| 2020     | 22,231,380                     | \$ 431,870,802                    | \$ 409,639,422              | 98.00%             | 0.56792  | \$ 2,279,896         | \$ 113,995         | \$ 2,165,901                       |
| 2021     | 22,231,380                     | \$ 449,145,635                    | \$ 426,914,255              | 98.00%             | 0.56792  | \$ 2,376,041         | \$ 118,802         | \$ 2,257,239                       |
| 2022     | 22,231,380                     | \$ 467,111,460                    | \$ 444,880,080              | 98.00%             | 0.56792  | \$ 2,476,032         | \$ 123,802         | \$ 2,352,230                       |
| 2023     | 22,231,380                     | \$ 485,795,918                    | \$ 463,564,538              | 98.00%             | 0.56792  | \$ 2,580,022         | \$ 129,001         | \$ 2,451,021                       |
| 2024     | 22,231,380                     | \$ 505,227,755                    | \$ 482,996,375              | 98.00%             | 0.56792  | \$ 2,688,172         | \$ 134,409         | \$ 2,553,764                       |
| 2025     | 22,231,380                     | \$ 525,436,865                    | \$ 503,205,485              | 98.00%             | 0.56792  | \$ 2,800,649         | \$ 140,032         | \$ 2,660,616                       |
| 2026     | 22,231,380                     | \$ 546,454,340                    | \$ 524,222,960              | 98.00%             | 0.56792  | \$ 2,917,624         | \$ 145,881         | \$ 2,771,743                       |
| 2027     | 22,231,380                     | \$ 568,312,514                    | \$ 546,081,134              | 98.00%             | 0.56792  | \$ 3,039,278         | \$ 151,964         | \$ 2,887,314                       |
| 2028     | 22,231,380                     | \$ 591,045,014                    | \$ 568,813,634              | 98.00%             | 0.56792  | \$ 3,165,798         | \$ 158,290         | \$ 3,007,508                       |
| 2029     | 22,231,380                     | \$ 614,686,815                    | \$ 592,455,435              | 98.00%             | 0.56792  | \$ 3,297,379         | \$ 164,869         | \$ 3,132,510                       |
| 2030     | 22,231,380                     | \$ 639,274,287                    | \$ 617,042,907              | 98.00%             | 0.56792  | \$ 3,434,224         | \$ 171,711         | \$ 3,262,513                       |
| 2031     | 22,231,380                     | \$ 664,845,259                    | \$ 642,613,879              | 98.00%             | 0.56792  | \$ 3,576,542         | \$ 178,827         | \$ 3,397,715                       |
| 2032     | 22,231,380                     | \$ 691,439,069                    | \$ 669,207,689              | 98.00%             | 0.56792  | \$ 3,724,553         | \$ 186,228         | \$ 3,538,325                       |
| 2033     | 22,231,380                     | \$ 719,096,632                    | \$ 696,865,252              | 98.00%             | 0.56792  | \$ 3,878,484         | \$ 193,924         | \$ 3,684,560                       |
| 2034     | 22,231,380                     | \$ 747,860,497                    | \$ 725,629,117              | 98.00%             | 0.56792  | \$ 4,038,573         | \$ 201,929         | \$ 3,836,644                       |
| 2035     | 22,231,380                     | \$ 777,774,917                    | \$ 755,543,537              | 98.00%             | 0.56792  | \$ 4,205,065         | \$ 210,253         | \$ 3,994,812                       |
| 2036     | 22,231,380                     | \$ 808,885,914                    | \$ 786,654,534              | 98.00%             | 0.56792  | \$ 4,378,217         | \$ 218,911         | \$ 4,159,306                       |
| 2037     | 22,231,380                     | \$ 841,241,350                    | \$ 819,009,970              | 98.00%             | 0.56792  | \$ 4,558,295         | \$ 227,915         | \$ 4,330,380                       |
| 2038     | 22,231,380                     | \$ 874,891,004                    | \$ 852,659,624              | 98.00%             | 0.56792  | \$ 4,745,576         | \$ 237,279         | \$ 4,508,297                       |
| 2039     | 22,231,380                     | \$ 909,886,644                    | \$ 887,655,264              | 98.00%             | 0.56792  | \$ 4,940,348         | \$ 247,017         | \$ 4,693,331                       |
| 2040     | 22,231,380                     | \$ 946,282,110                    | \$ 924,050,730              | 98.00%             | 0.56792  | \$ 5,142,912         | \$ 257,146         | \$ 4,885,766                       |
| 2041     | 22,231,380                     | \$ 984,133,395                    | \$ 961,902,015              | 98.00%             | 0.56792  | \$ 5,353,577         | \$ 267,679         | \$ 5,085,898                       |
| 2042     | 22,231,380                     | \$ 1,023,498,730                  | \$ 1,001,267,350            | 98.00%             | 0.56792  | \$ 5,572,670         | \$ 278,633         | \$ 5,294,036                       |
| 2043     | 22,231,380                     | \$ 1,064,438,680                  | \$ 1,042,207,300            | 98.00%             | 0.56792  | \$ 5,800,526         | \$ 290,026         | \$ 5,510,499                       |
|          |                                |                                   |                             |                    |          | \$ 93,157,901        | \$ 4,657,895       | \$ 88,500,006                      |

**Notes:**

- (1) Redevelopment Authority is scheduled to terminate in Tax Year 2043
- (2) Tax Year 2019 Certified and Uncertified Property Values based on Harris County Appraisal District Report.
- (3) Assumed annual growth rate of 4%
- (4) Collection rate estimated at 98%

### Exhibit 2B – City of Houston 1999 Annexation Area

| Tax Year | Base Value<br>1999<br>Annexation | Taxable<br>Value<br>Original Area | Captured<br>Appraised Value | Collection<br>Rate | Tax Rate | Increment<br>Revenue | City Admin<br>(5%) | Net Revenue<br>(Less<br>Transfers) |
|----------|----------------------------------|-----------------------------------|-----------------------------|--------------------|----------|----------------------|--------------------|------------------------------------|
| 2019     | 186,145,320                      | \$ 2,851,651,796                  | \$ 2,665,506,476            | 98.00%             | 0.56792  | \$ 14,835,185        | \$ 741,759         | \$ 14,093,426                      |
| 2020     | 186,145,320                      | \$ 2,965,717,868                  | \$ 2,779,572,548            | 98.00%             | 0.56792  | \$ 15,470,033        | \$ 773,502         | \$ 14,696,532                      |
| 2021     | 186,145,320                      | \$ 3,084,346,583                  | \$ 2,898,201,263            | 98.00%             | 0.56792  | \$ 16,130,275        | \$ 806,514         | \$ 15,323,762                      |
| 2022     | 186,145,320                      | \$ 3,207,720,446                  | \$ 3,021,575,126            | 98.00%             | 0.56792  | \$ 16,816,927        | \$ 840,846         | \$ 15,976,081                      |
| 2023     | 186,145,320                      | \$ 3,336,029,264                  | \$ 3,149,883,944            | 98.00%             | 0.56792  | \$ 17,531,044        | \$ 876,552         | \$ 16,654,492                      |
| 2024     | 186,145,320                      | \$ 3,469,470,434                  | \$ 3,283,325,114            | 98.00%             | 0.56792  | \$ 18,273,727        | \$ 913,686         | \$ 17,360,040                      |
| 2025     | 186,145,320                      | \$ 3,608,249,252                  | \$ 3,422,103,932            | 98.00%             | 0.56792  | \$ 19,046,116        | \$ 952,306         | \$ 18,093,811                      |
| 2026     | 186,145,320                      | \$ 3,752,579,222                  | \$ 3,566,433,902            | 98.00%             | 0.56792  | \$ 19,849,402        | \$ 992,470         | \$ 18,856,932                      |
| 2027     | 186,145,320                      | \$ 3,902,682,391                  | \$ 3,716,537,071            | 98.00%             | 0.56792  | \$ 20,684,818        | \$ 1,034,241       | \$ 19,650,577                      |
| 2028     | 186,145,320                      | \$ 4,058,789,686                  | \$ 3,872,644,366            | 98.00%             | 0.56792  | \$ 21,553,651        | \$ 1,077,683       | \$ 20,475,969                      |
| 2029     | 186,145,320                      | \$ 4,221,141,274                  | \$ 4,034,995,954            | 98.00%             | 0.56792  | \$ 22,457,238        | \$ 1,122,862       | \$ 21,334,376                      |
| 2030     | 186,145,320                      | \$ 4,389,986,925                  | \$ 4,203,841,605            | 98.00%             | 0.56792  | \$ 23,396,968        | \$ 1,169,848       | \$ 22,227,120                      |
| 2031     | 186,145,320                      | \$ 4,565,586,402                  | \$ 4,379,441,082            | 98.00%             | 0.56792  | \$ 24,374,287        | \$ 1,218,714       | \$ 23,155,573                      |
| 2032     | 186,145,320                      | \$ 4,748,209,858                  | \$ 4,562,064,538            | 98.00%             | 0.56792  | \$ 25,390,699        | \$ 1,269,535       | \$ 24,121,164                      |
| 2033     | 186,145,320                      | \$ 4,938,138,252                  | \$ 4,751,992,932            | 98.00%             | 0.56792  | \$ 26,447,768        | \$ 1,322,388       | \$ 25,125,379                      |
| 2034     | 186,145,320                      | \$ 5,135,663,782                  | \$ 4,949,518,462            | 98.00%             | 0.56792  | \$ 27,547,119        | \$ 1,377,356       | \$ 26,169,763                      |
| 2035     | 186,145,320                      | \$ 5,341,090,333                  | \$ 5,154,945,013            | 98.00%             | 0.56792  | \$ 28,690,444        | \$ 1,434,522       | \$ 27,255,922                      |
| 2036     | 186,145,320                      | \$ 5,554,733,947                  | \$ 5,368,588,627            | 98.00%             | 0.56792  | \$ 29,879,503        | \$ 1,493,975       | \$ 28,385,528                      |
| 2037     | 186,145,320                      | \$ 5,776,923,304                  | \$ 5,590,777,984            | 98.00%             | 0.56792  | \$ 31,116,123        | \$ 1,555,806       | \$ 29,560,317                      |
| 2038     | 186,145,320                      | \$ 6,008,000,237                  | \$ 5,821,854,917            | 98.00%             | 0.56792  | \$ 32,402,209        | \$ 1,620,110       | \$ 30,782,098                      |
| 2039     | 186,145,320                      | \$ 6,248,320,246                  | \$ 6,062,174,926            | 98.00%             | 0.56792  | \$ 33,739,738        | \$ 1,686,987       | \$ 32,052,751                      |
| 2040     | 186,145,320                      | \$ 6,498,253,056                  | \$ 6,312,107,736            | 98.00%             | 0.56792  | \$ 35,130,768        | \$ 1,756,538       | \$ 33,374,229                      |
| 2041     | 186,145,320                      | \$ 6,758,183,178                  | \$ 6,572,037,858            | 98.00%             | 0.56792  | \$ 36,577,439        | \$ 1,828,872       | \$ 34,748,567                      |
| 2042     | 186,145,320                      | \$ 7,028,510,505                  | \$ 6,842,365,185            | 98.00%             | 0.56792  | \$ 38,081,977        | \$ 1,904,099       | \$ 36,177,878                      |
| 2043     | 186,145,320                      | \$ 7,309,650,926                  | \$ 7,123,505,606            | 98.00%             | 0.56792  | \$ 39,646,697        | \$ 1,982,335       | \$ 37,664,362                      |
|          |                                  |                                   |                             |                    |          | \$ 635,070,158       | \$ 31,753,508      | \$ 603,316,650                     |

**Notes:**

- (1) Redevelopment Authority is scheduled to terminate in Tax Year 2043
- (2) Tax Year 2019 Certified and Uncertified Property Values based on Harris County Appraisal District Report.
- (3) Assumed annual growth rate of 4%
- (4) Collection rate estimated at 98%

# Exhibit 2C – City of Houston 2005 Annexed Area

| Tax Year | Base Value<br>2005<br>Annexation | Taxable<br>Value<br>Annexation | Captured<br>Appraised Value | Collection<br>Rate | Tax Rate | Increment<br>Revenue | City Admin<br>(5%) | Net Revenue<br>(Less<br>Transfers) |
|----------|----------------------------------|--------------------------------|-----------------------------|--------------------|----------|----------------------|--------------------|------------------------------------|
| 2019     | 7,570,600                        | \$ 90,343,294                  | \$ 82,772,694               | 98.00%             | 0.23100  | \$ 187,381           | \$ 9,369           | \$ 178,012                         |
| 2020     | 7,570,600                        | \$ 93,957,026                  | \$ 86,386,426               | 98.00%             | 0.23100  | \$ 195,562           | \$ 9,778           | \$ 185,784                         |
| 2021     | 7,570,600                        | \$ 97,715,307                  | \$ 90,144,707               | 98.00%             | 0.23100  | \$ 204,070           | \$ 10,203          | \$ 193,866                         |
| 2022     | 7,570,600                        | \$ 101,623,919                 | \$ 94,053,319               | 98.00%             | 0.23100  | \$ 212,918           | \$ 10,646          | \$ 202,272                         |
| 2023     | 7,570,600                        | \$ 105,688,876                 | \$ 98,118,276               | 98.00%             | 0.23100  | \$ 222,120           | \$ 11,106          | \$ 211,014                         |
| 2024     | 7,570,600                        | \$ 109,916,431                 | \$ 102,345,831              | 98.00%             | 0.23100  | \$ 231,690           | \$ 11,585          | \$ 220,106                         |
| 2025     | 7,570,600                        | \$ 114,313,088                 | \$ 106,742,488              | 98.00%             | 0.23100  | \$ 241,644           | \$ 12,082          | \$ 229,561                         |
| 2026     | 7,570,600                        | \$ 118,885,612                 | \$ 111,315,012              | 98.00%             | 0.23100  | \$ 251,995           | \$ 12,600          | \$ 239,395                         |
| 2027     | 7,570,600                        | \$ 123,641,036                 | \$ 116,070,436              | 98.00%             | 0.23100  | \$ 262,760           | \$ 13,138          | \$ 249,622                         |
| 2028     | 7,570,600                        | \$ 128,586,678                 | \$ 121,016,078              | 98.00%             | 0.23100  | \$ 273,956           | \$ 13,698          | \$ 260,258                         |
| 2029     | 7,570,600                        | \$ 133,730,145                 | \$ 126,159,545              | 98.00%             | 0.23100  | \$ 285,600           | \$ 14,280          | \$ 271,320                         |
| 2030     | 7,570,600                        | \$ 139,079,350                 | \$ 131,508,750              | 98.00%             | 0.23100  | \$ 297,710           | \$ 14,885          | \$ 282,824                         |
| 2031     | 7,570,600                        | \$ 144,642,524                 | \$ 137,071,924              | 98.00%             | 0.23100  | \$ 310,303           | \$ 15,515          | \$ 294,788                         |
| 2032     | 7,570,600                        | \$ 150,428,225                 | \$ 142,857,625              | 98.00%             | 0.23100  | \$ 323,401           | \$ 16,170          | \$ 307,231                         |
| 2033     | 7,570,600                        | \$ 156,445,354                 | \$ 148,874,754              | 98.00%             | 0.23100  | \$ 337,023           | \$ 16,851          | \$ 320,172                         |
| 2034     | 7,570,600                        | \$ 162,703,169                 | \$ 155,132,569              | 98.00%             | 0.23100  | \$ 351,189           | \$ 17,559          | \$ 333,630                         |
| 2035     | 7,570,600                        | \$ 169,211,295                 | \$ 161,640,695              | 98.00%             | 0.23100  | \$ 365,922           | \$ 18,296          | \$ 347,626                         |
| 2036     | 7,570,600                        | \$ 175,979,747                 | \$ 168,409,147              | 98.00%             | 0.23100  | \$ 381,245           | \$ 19,062          | \$ 362,182                         |
| 2037     | 7,570,600                        | \$ 183,018,937                 | \$ 175,448,337              | 98.00%             | 0.23100  | \$ 397,180           | \$ 19,859          | \$ 377,321                         |
| 2038     | 7,570,600                        | \$ 190,339,695                 | \$ 182,769,095              | 98.00%             | 0.23100  | \$ 413,753           | \$ 20,688          | \$ 393,065                         |
| 2039     | 7,570,600                        | \$ 197,953,282                 | \$ 190,382,682              | 98.00%             | 0.23100  | \$ 430,988           | \$ 21,549          | \$ 409,439                         |
| 2040     | 7,570,600                        | \$ 205,871,414                 | \$ 198,300,814              | 98.00%             | 0.23100  | \$ 448,913           | \$ 22,446          | \$ 426,468                         |
| 2041     | 7,570,600                        | \$ 214,106,270                 | \$ 206,535,670              | 98.00%             | 0.23100  | \$ 467,555           | \$ 23,378          | \$ 444,178                         |
| 2042     | 7,570,600                        | \$ 222,670,521                 | \$ 215,099,921              | 98.00%             | 0.23100  | \$ 486,943           | \$ 24,347          | \$ 462,596                         |
| 2043     | 7,570,600                        | \$ 231,577,342                 | \$ 224,006,742              | 98.00%             | 0.23100  | \$ 507,106           | \$ 25,355          | \$ 481,751                         |
|          |                                  |                                |                             |                    |          | \$ 8,088,928         | \$ 404,446         | \$ 7,684,481                       |

## Notes:

- (1) Redevelopment Authority is scheduled to terminate in Tax Year 2048
- (2) Tax Year 2019 Certified and Uncertified Property Values based on Harris County Appraisal District Report.
- (3) Assumed annual growth rate of 4%
- (4) Collection rate estimated at 98%

**Exhibit 2D – City of Houston 2007 Annexed Area**

| Tax Year | Base Value<br>2007<br>Annexation | Taxable<br>Value<br>Annexation | Captured<br>Appraised Value | Collection<br>Rate | Tax Rate | Increment<br>Revenue | City Admin<br>(5%) | Net Revenue<br>(Less<br>Transfers) |
|----------|----------------------------------|--------------------------------|-----------------------------|--------------------|----------|----------------------|--------------------|------------------------------------|
| 2019     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2020     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2021     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2022     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2023     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2024     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2025     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2026     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2027     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2028     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2029     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2030     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2031     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2032     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2033     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2034     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2035     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2036     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2037     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2038     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2039     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2040     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2041     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2042     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2043     | \$ -                             | \$ -                           | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
|          |                                  |                                |                             |                    |          | \$ -                 | \$ -               | \$ -                               |

Notes:

- (1) Redevelopment Authority is scheduled to terminate in Tax Year 2048
- (2) Tax Year 2009 Annexation - no taxable value.
- (3) Tax Year 2019 Certified Property Values based on Harris County Appraisal District Report.
- (4) Assumed annual growth rate of 4%
- (5) Collection rate estimated at 98%

## Exhibit 2F – City of Houston 2011 Annexed Area

| Tax Year | Base Value<br>2011<br>Annexation | Taxable<br>Value<br>Annexation | Captured<br>Appraised Value | Collection<br>Rate | Tax Rate | Increment<br>Revenue | City Admin<br>(5%) | Net Revenue<br>(Less<br>Transfers) |
|----------|----------------------------------|--------------------------------|-----------------------------|--------------------|----------|----------------------|--------------------|------------------------------------|
| 2019     | 27,178,349                       | \$ 97,846,039                  | \$ 70,667,690               | 98.00%             | 0.56792  | \$ 393,309           | \$ 19,665          | \$ 373,644                         |
| 2020     | 27,178,349                       | \$ 101,759,881                 | \$ 74,581,532               | 98.00%             | 0.56792  | \$ 415,092           | \$ 20,755          | \$ 394,338                         |
| 2021     | 27,178,349                       | \$ 105,830,276                 | \$ 78,651,927               | 98.00%             | 0.56792  | \$ 437,746           | \$ 21,887          | \$ 415,859                         |
| 2022     | 27,178,349                       | \$ 110,063,487                 | \$ 82,885,138               | 98.00%             | 0.56792  | \$ 461,307           | \$ 23,065          | \$ 438,242                         |
| 2023     | 27,178,349                       | \$ 114,466,026                 | \$ 87,287,677               | 98.00%             | 0.56792  | \$ 485,810           | \$ 24,290          | \$ 461,519                         |
| 2024     | 27,178,349                       | \$ 119,044,667                 | \$ 91,866,318               | 98.00%             | 0.56792  | \$ 511,293           | \$ 25,565          | \$ 485,728                         |
| 2025     | 27,178,349                       | \$ 123,806,454                 | \$ 96,628,105               | 98.00%             | 0.56792  | \$ 537,795           | \$ 26,890          | \$ 510,905                         |
| 2026     | 27,178,349                       | \$ 128,758,712                 | \$ 101,580,363              | 98.00%             | 0.56792  | \$ 565,357           | \$ 28,268          | \$ 537,089                         |
| 2027     | 27,178,349                       | \$ 133,909,061                 | \$ 106,730,712              | 98.00%             | 0.56792  | \$ 594,022           | \$ 29,701          | \$ 564,321                         |
| 2028     | 27,178,349                       | \$ 139,265,423                 | \$ 112,087,074              | 98.00%             | 0.56792  | \$ 623,834           | \$ 31,192          | \$ 592,642                         |
| 2029     | 27,178,349                       | \$ 144,836,040                 | \$ 117,657,691              | 98.00%             | 0.56792  | \$ 654,838           | \$ 32,742          | \$ 622,096                         |
| 2030     | 27,178,349                       | \$ 150,629,482                 | \$ 123,451,133              | 98.00%             | 0.56792  | \$ 687,082           | \$ 34,354          | \$ 652,728                         |
| 2031     | 27,178,349                       | \$ 156,654,661                 | \$ 129,476,312              | 98.00%             | 0.56792  | \$ 720,615           | \$ 36,031          | \$ 684,585                         |
| 2032     | 27,178,349                       | \$ 162,920,847                 | \$ 135,742,498              | 98.00%             | 0.56792  | \$ 755,491           | \$ 37,775          | \$ 717,716                         |
| 2033     | 27,178,349                       | \$ 169,437,681                 | \$ 142,259,332              | 98.00%             | 0.56792  | \$ 791,761           | \$ 39,588          | \$ 752,173                         |
| 2034     | 27,178,349                       | \$ 176,215,188                 | \$ 149,036,839              | 98.00%             | 0.56792  | \$ 829,482           | \$ 41,474          | \$ 788,008                         |
| 2035     | 27,178,349                       | \$ 183,263,796                 | \$ 156,085,447              | 98.00%             | 0.56792  | \$ 868,712           | \$ 43,436          | \$ 825,276                         |
| 2036     | 27,178,349                       | \$ 190,594,348                 | \$ 163,415,999              | 98.00%             | 0.56792  | \$ 909,511           | \$ 45,476          | \$ 864,035                         |
| 2037     | 27,178,349                       | \$ 198,218,122                 | \$ 171,039,773              | 98.00%             | 0.56792  | \$ 951,942           | \$ 47,597          | \$ 904,345                         |
| 2038     | 27,178,349                       | \$ 206,146,847                 | \$ 178,968,498              | 98.00%             | 0.56792  | \$ 996,070           | \$ 49,803          | \$ 946,266                         |
| 2039     | 27,178,349                       | \$ 214,392,721                 | \$ 187,214,372              | 98.00%             | 0.56792  | \$ 1,041,963         | \$ 52,098          | \$ 989,865                         |
| 2040     | 27,178,349                       | \$ 222,968,429                 | \$ 195,790,080              | 98.00%             | 0.56792  | \$ 1,089,692         | \$ 54,485          | \$ 1,035,208                       |
| 2041     | 27,178,349                       | \$ 231,887,167                 | \$ 204,708,818              | 98.00%             | 0.56792  | \$ 1,139,331         | \$ 56,967          | \$ 1,082,364                       |
| 2042     | 27,178,349                       | \$ 241,162,653                 | \$ 213,984,304              | 98.00%             | 0.56792  | \$ 1,190,954         | \$ 59,548          | \$ 1,131,407                       |
| 2043     | 27,178,349                       | \$ 250,809,159                 | \$ 223,630,810              | 98.00%             | 0.56792  | \$ 1,244,643         | \$ 62,232          | \$ 1,182,411                       |
|          |                                  |                                |                             |                    |          | \$ 18,897,651        | \$ 944,883         | \$ 17,952,768                      |

**Notes:**

- (1) Redevelopment Authority is scheduled to terminate in Tax Year 2043
- (2) Tax Year 2019 Certified and Uncertified Property Values based on Harris County Appraisal District Report.
- (3) Assumed annual growth rate of 4%
- (4) Collection rate estimated at 98%



# Exhibit 2G – City of Houston 2019 Proposed Area

| Tax Year | Base Value<br>2019<br>Annexation | Taxable<br>Value<br>Annexation | Captured<br>Appraised Value | Collection<br>Rate | Tax Rate | Increment<br>Revenue | City Admin<br>(5%) | Net Revenue<br>(Less<br>Transfers) |
|----------|----------------------------------|--------------------------------|-----------------------------|--------------------|----------|----------------------|--------------------|------------------------------------|
| 2019     | 1,420,654,053                    | \$ 1,420,654,053               | \$ -                        | 98.00%             | 0.56792  | \$ -                 | \$ -               | \$ -                               |
| 2020     | 1,420,654,053                    | \$ 1,477,480,215               | \$ 56,826,162               | 98.00%             | 0.56792  | \$ 316,273           | \$ 15,814          | \$ 300,459                         |
| 2021     | 1,420,654,053                    | \$ 1,536,579,424               | \$ 115,925,371              | 98.00%             | 0.56792  | \$ 645,196           | \$ 32,260          | \$ 612,936                         |
| 2022     | 1,420,654,053                    | \$ 1,598,042,601               | \$ 177,388,548              | 98.00%             | 0.56792  | \$ 987,277           | \$ 49,364          | \$ 937,913                         |
| 2023     | 1,420,654,053                    | \$ 1,661,964,305               | \$ 241,310,252              | 98.00%             | 0.56792  | \$ 1,343,040         | \$ 67,152          | \$ 1,275,888                       |
| 2024     | 1,420,654,053                    | \$ 1,728,442,877               | \$ 307,788,824              | 98.00%             | 0.56792  | \$ 1,713,034         | \$ 85,652          | \$ 1,627,383                       |
| 2025     | 1,420,654,053                    | \$ 1,797,580,592               | \$ 376,926,539              | 98.00%             | 0.56792  | \$ 2,097,828         | \$ 104,891         | \$ 1,992,937                       |
| 2026     | 1,420,654,053                    | \$ 1,869,483,816               | \$ 448,829,763              | 98.00%             | 0.56792  | \$ 2,498,014         | \$ 124,901         | \$ 2,373,113                       |
| 2027     | 1,420,654,053                    | \$ 1,944,263,168               | \$ 523,609,115              | 98.00%             | 0.56792  | \$ 2,914,207         | \$ 145,710         | \$ 2,768,497                       |
| 2028     | 1,420,654,053                    | \$ 2,022,033,695               | \$ 601,379,642              | 98.00%             | 0.56792  | \$ 3,347,048         | \$ 167,352         | \$ 3,179,696                       |
| 2029     | 1,420,654,053                    | \$ 2,102,915,043               | \$ 682,260,990              | 98.00%             | 0.56792  | \$ 3,797,203         | \$ 189,860         | \$ 3,607,343                       |
| 2030     | 1,420,654,053                    | \$ 2,187,031,645               | \$ 766,377,592              | 98.00%             | 0.56792  | \$ 4,265,363         | \$ 213,268         | \$ 4,052,095                       |
| 2031     | 1,420,654,053                    | \$ 2,274,512,910               | \$ 853,858,857              | 98.00%             | 0.56792  | \$ 4,752,251         | \$ 237,613         | \$ 4,514,638                       |
| 2032     | 1,420,654,053                    | \$ 2,365,493,427               | \$ 944,839,374              | 98.00%             | 0.56792  | \$ 5,258,613         | \$ 262,931         | \$ 4,995,682                       |
| 2033     | 1,420,654,053                    | \$ 2,460,113,164               | \$ 1,039,459,111            | 98.00%             | 0.56792  | \$ 5,785,230         | \$ 289,262         | \$ 5,495,969                       |
| 2034     | 1,420,654,053                    | \$ 2,558,517,690               | \$ 1,137,863,637            | 98.00%             | 0.56792  | \$ 6,332,912         | \$ 316,646         | \$ 6,016,266                       |
| 2035     | 1,420,654,053                    | \$ 2,660,858,398               | \$ 1,240,204,345            | 98.00%             | 0.56792  | \$ 6,902,501         | \$ 345,125         | \$ 6,557,376                       |
| 2036     | 1,420,654,053                    | \$ 2,767,292,734               | \$ 1,346,638,681            | 98.00%             | 0.56792  | \$ 7,494,874         | \$ 374,744         | \$ 7,120,130                       |
| 2037     | 1,420,654,053                    | \$ 2,877,984,443               | \$ 1,457,330,390            | 98.00%             | 0.56792  | \$ 8,110,941         | \$ 405,547         | \$ 7,705,394                       |
| 2038     | 1,420,654,053                    | \$ 2,993,103,821               | \$ 1,572,449,768            | 98.00%             | 0.56792  | \$ 8,751,652         | \$ 437,583         | \$ 8,314,069                       |
| 2039     | 1,420,654,053                    | \$ 3,112,827,974               | \$ 1,692,173,921            | 98.00%             | 0.56792  | \$ 9,417,990         | \$ 470,900         | \$ 8,947,091                       |
| 2040     | 1,420,654,053                    | \$ 3,237,341,093               | \$ 1,816,687,040            | 98.00%             | 0.56792  | \$ 10,110,982        | \$ 505,549         | \$ 9,605,433                       |
| 2041     | 1,420,654,053                    | \$ 3,366,834,736               | \$ 1,946,180,683            | 98.00%             | 0.56792  | \$ 10,831,694        | \$ 541,585         | \$ 10,290,110                      |
| 2042     | 1,420,654,053                    | \$ 3,501,508,126               | \$ 2,080,854,073            | 98.00%             | 0.56792  | \$ 11,581,235        | \$ 579,062         | \$ 11,002,173                      |
| 2043     | 1,420,654,053                    | \$ 3,641,568,451               | \$ 2,220,914,398            | 98.00%             | 0.56792  | \$ 12,360,757        | \$ 618,038         | \$ 11,742,719                      |
|          |                                  |                                |                             |                    |          | \$ 131,616,116       | \$ 6,580,806       | \$ 125,035,310                     |

## Notes:

- (1) Redevelopment Authority is scheduled to terminate in Tax Year 2043
- (2) Tax Year 2019 Certified and Uncertified Property Values based on Harris County Appraisal District Report.
- (3) Assumed annual growth rate of 4%
- (4) Collection rate estimated at 98%

# Exhibit 2H – Houston ISD Original Area

| Tax Year | Base Value | Taxable Value  | Lesser of:               |                              | Collection Rate | Tax Rate | Increment Revenue | Educational Facilities | Admin Fee | Net Revenue (Less Transfers) |
|----------|------------|----------------|--------------------------|------------------------------|-----------------|----------|-------------------|------------------------|-----------|------------------------------|
|          |            |                | Captured Appraised Value | Project Plan Appraised Value |                 |          |                   |                        |           |                              |
| 2019     | 22,851,140 | \$ 417,095,985 | \$ 394,244,845           | \$ 71,810,000                | 98.00%          | 1.1367   | \$ 799,939        | 258,516                | 12,500    | 528,923                      |
| 2020     | 22,851,140 | \$ 433,779,824 | \$ 410,928,684           | \$ 71,810,000                | 98.00%          | 1.1367   | \$ 799,939        | 258,516                | 12,500    | 528,923                      |
| 2021     | 22,851,140 | \$ 451,131,017 | \$ 428,279,877           | \$ 71,810,000                | 98.00%          | 1.1367   | \$ 799,939        | 258,516                | 12,500    | 528,923                      |
| 2022     | 22,851,140 | \$ 469,176,258 | \$ 446,325,118           | \$ 71,810,000                | 98.00%          | 1.1367   | \$ 799,939        | 258,516                | 12,500    | 528,923                      |
| 2023     | 22,851,140 | \$ 487,943,308 | \$ 465,092,168           | \$ 71,810,000                | 98.00%          | 1.1367   | \$ 799,939        | 258,516                | 12,500    | 528,923                      |
| 2024     | 22,851,140 | \$ 507,461,041 | \$ 484,609,901           | \$ 71,810,000                | 98.00%          | 1.1367   | \$ 799,939        | 258,516                | 12,500    | 528,923                      |
| 2025     | 22,851,140 | \$ 527,759,482 | \$ 504,908,342           | \$ 71,810,000                | 98.00%          | 1.1367   | \$ 799,939        | 258,516                | 12,500    | 528,923                      |
| 2026     | 22,851,140 | \$ 548,869,862 | \$ 526,018,722           | \$ 71,810,000                | 98.00%          | 1.1367   | \$ 799,939        | 258,516                | 12,500    | 528,923                      |
|          |            |                |                          |                              |                 |          | \$ 6,399,512      | 1,292,580              | 100,000   | 2,644,615                    |

## Notes:

- (1) Houston Independent School District participation in the Reinvestment Zone ends with the collection of the Tax Year 2026 payment
- (2) Base Year is Tax Year 1996 for the Annexed Area
- (3) Tax Year 2019 Certified and Uncertified Property Values based on Harris County Appraisal District Report.
- (4) Collection rate is estimated at 98%
- (5) Assumed annual growth of 4%
- (6) Houston Independent School District participation ends with Tax Year 2026.

# Exhibit 2H – Houston ISD Annexed Area

| Tax Year | Base Value<br>Annexed Area | Taxable Value    | Lesser of:                  |                                 | Collection<br>Rate | Tax Rate | Increment<br>Revenue | Educational<br>Facilities | Admin<br>Fee      | Net Revenue<br>(Less<br>Transfers) |
|----------|----------------------------|------------------|-----------------------------|---------------------------------|--------------------|----------|----------------------|---------------------------|-------------------|------------------------------------|
|          |                            |                  | Captured<br>Appraised Value | Project Plan<br>Appraised Value |                    |          |                      |                           |                   |                                    |
| 2019     | 186,182,350                | 2,740,944,584    | \$ 2,554,762,234            | \$ 376,075,000                  | 98.00%             | 1.1367   | \$ 4,189,348         | \$ 1,353,870              | 12,500            | \$ 2,822,978                       |
| 2020     | 186,182,350                | \$ 2,850,582,367 | \$ 2,664,400,017            | \$ 376,075,000                  | 98.00%             | 1.1367   | \$ 4,189,348         | \$ 1,353,870              | 12,500            | \$ 2,822,978                       |
| 2021     | 186,182,350                | \$ 2,964,605,662 | \$ 2,778,423,312            | \$ 376,075,000                  | 98.00%             | 1.1367   | \$ 4,189,348         | \$ 1,353,870              | 12,500            | \$ 2,822,978                       |
| 2022     | 186,182,350                | \$ 3,083,189,889 | \$ 2,897,007,539            | \$ 376,075,000                  | 98.00%             | 1.1367   | \$ 4,189,348         | \$ 1,353,870              | 12,500            | \$ 2,822,978                       |
| 2023     | 186,182,350                | \$ 3,206,517,484 | \$ 3,020,335,134            | \$ 376,075,000                  | 98.00%             | 1.1367   | \$ 4,189,348         | \$ 1,353,870              | 12,500            | \$ 2,822,978                       |
| 2024     | 186,182,350                | \$ 3,334,778,183 | \$ 3,148,595,833            | \$ 376,075,000                  | 98.00%             | 1.1367   | \$ 4,189,348         | \$ 1,353,870              | 12,500            | \$ 2,822,978                       |
| 2025     | 186,182,350                | \$ 3,468,169,311 | \$ 3,281,986,961            | \$ 376,075,000                  | 98.00%             | 1.1367   | \$ 4,189,348         | \$ 1,353,870              | 12,500            | \$ 2,822,978                       |
| 2026     | 186,182,350                | \$ 3,606,896,083 | \$ 3,420,713,733            | \$ 376,075,000                  | 98.00%             | 1.1367   | \$ 4,189,348         | \$ 1,353,870              | 12,500            | \$ 2,822,978                       |
|          |                            |                  |                             |                                 |                    |          | <b>\$ 33,514,781</b> | <b>\$ 10,830,960</b>      | <b>\$ 100,000</b> | <b>\$ 22,583,821</b>               |

## Notes:

- (1) Houston Independent School District participation in the Reinvestment Zone ends with the collection of the Tax Year 2026 payment
- (2) Base Year is Tax Year 1999 for the Annexed Area
- (3) Tax Year 2019 Certified and Uncertified Property Values based on Harris County Appraisal District Report.
- (4) Collection rate is estimated at 98%
- (5) Assumed annual growth of 4%
- (6) Houston Independent School District participation ends with Tax Year 2026.

**Exhibit 2I – Harris County, Harris County Flood Control Annexed Area**

| Tax Year | Base Value    | Projected Value | Captured Appraised Value | Collection Rate | Harris County Tax Rate | Harris County Flood Control Tax Rate | Increment Revenue | Admin (5%) | Net Revenue (Less Transfers) |
|----------|---------------|-----------------|--------------------------|-----------------|------------------------|--------------------------------------|-------------------|------------|------------------------------|
| 2019     | \$ 19,906,400 | \$ 192,628,097  | \$ 172,721,697           | 98.00%          | 0.40713                | 0.02792                              | \$ 375,563        | \$ 18,778  | \$ 356,784                   |
| 2020     | \$ 19,906,400 | \$ 200,333,221  | \$ 180,426,821           | 98.00%          | 0.40713                | 0.02792                              | \$ 392,316        | \$ 19,616  | \$ 372,701                   |
| 2021     | \$ 19,906,400 | \$ 208,346,550  | \$ 188,440,150           | 98.00%          | 0.40713                | 0.02792                              | \$ 409,740        | \$ 20,487  | \$ 389,253                   |
| 2022     | \$ 19,906,400 | \$ 216,680,412  | \$ 196,774,012           | 98.00%          | 0.40713                | 0.02792                              | \$ 427,861        | \$ 21,393  | \$ 406,468                   |
| 2023     | \$ 19,906,400 | \$ 225,347,628  | \$ 205,441,228           | 98.00%          | 0.40713                | 0.02792                              | \$ 446,707        | \$ 22,335  | \$ 424,372                   |
| 2024     | \$ 19,906,400 | \$ 234,361,533  | \$ 200,700,000           | 98.00%          | 0.40713                | 0.02792                              | \$ 436,398        | \$ 21,820  | \$ 414,578                   |
| 2025     | \$ 19,906,400 | \$ 243,735,995  | \$ 200,700,000           | 98.00%          | 0.40713                | 0.02792                              | \$ 436,398        | \$ 21,820  | \$ 414,578                   |
|          |               |                 |                          |                 |                        |                                      | \$ 2,924,984      | \$ 146,249 | \$ 2,778,735                 |

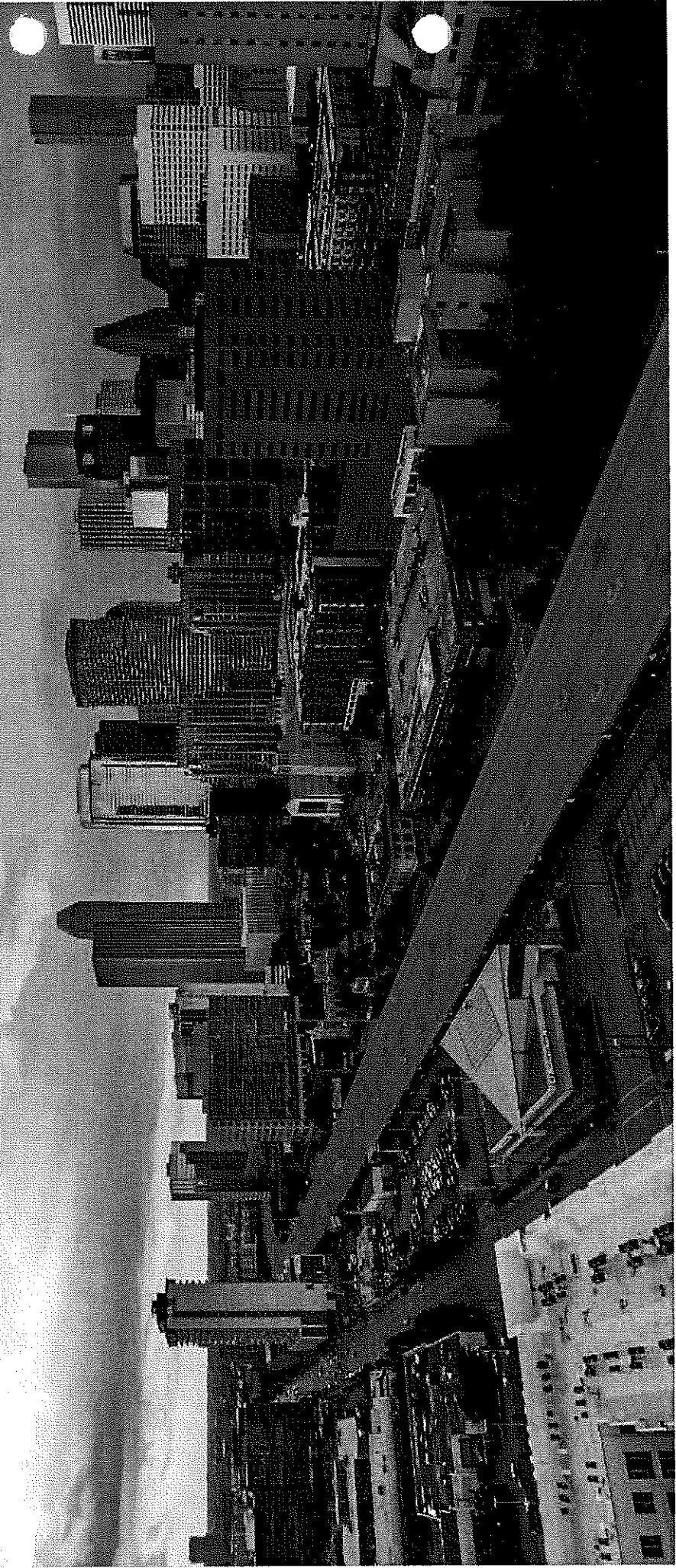
**Notes:**

- (1) Redevelopment Authority is scheduled to terminate in Tax Year 2043
- (2) Base Year: Tax Year 2005
- (3) Tax Year 2019 Preliminary Certified and Uncertified Property Values based on Harris County Appraisal District Report.
- (4) Assumed annual growth rate of 4%
- (5) Collection rate estimated at 98%
- (6) Harris County participation ends December 31, 2025 or when total tax increments contributed by Harris County and Harris County Flood Control total \$8,500,000.

**Exhibit 3 – Civic Opportunities Related to the North Houston Highway Improvement Project: Economic Impacts and Community Benefits (December 2017) by HR&A Advisors, Inc.**

# VISION AND OPPORTUNITIES

## NORTH HOUSTON HIGHWAY IMPROVEMENT PROJECT

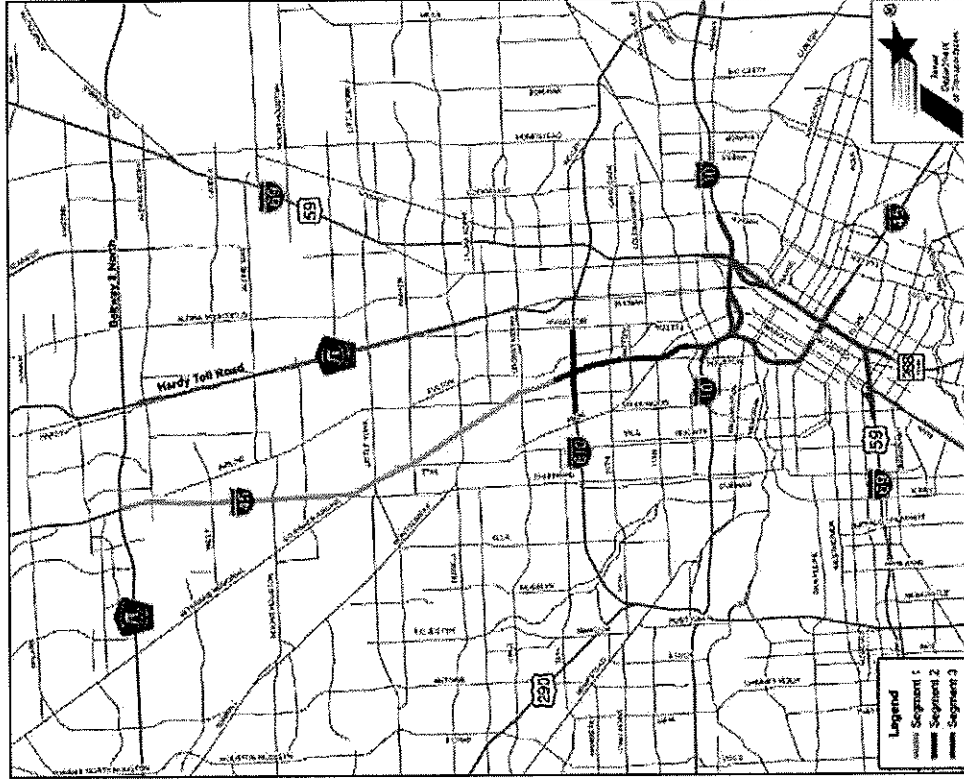


# North Houston Highway Improvement Project Total Project Area

The NHHIP is divided into 3 Segments:

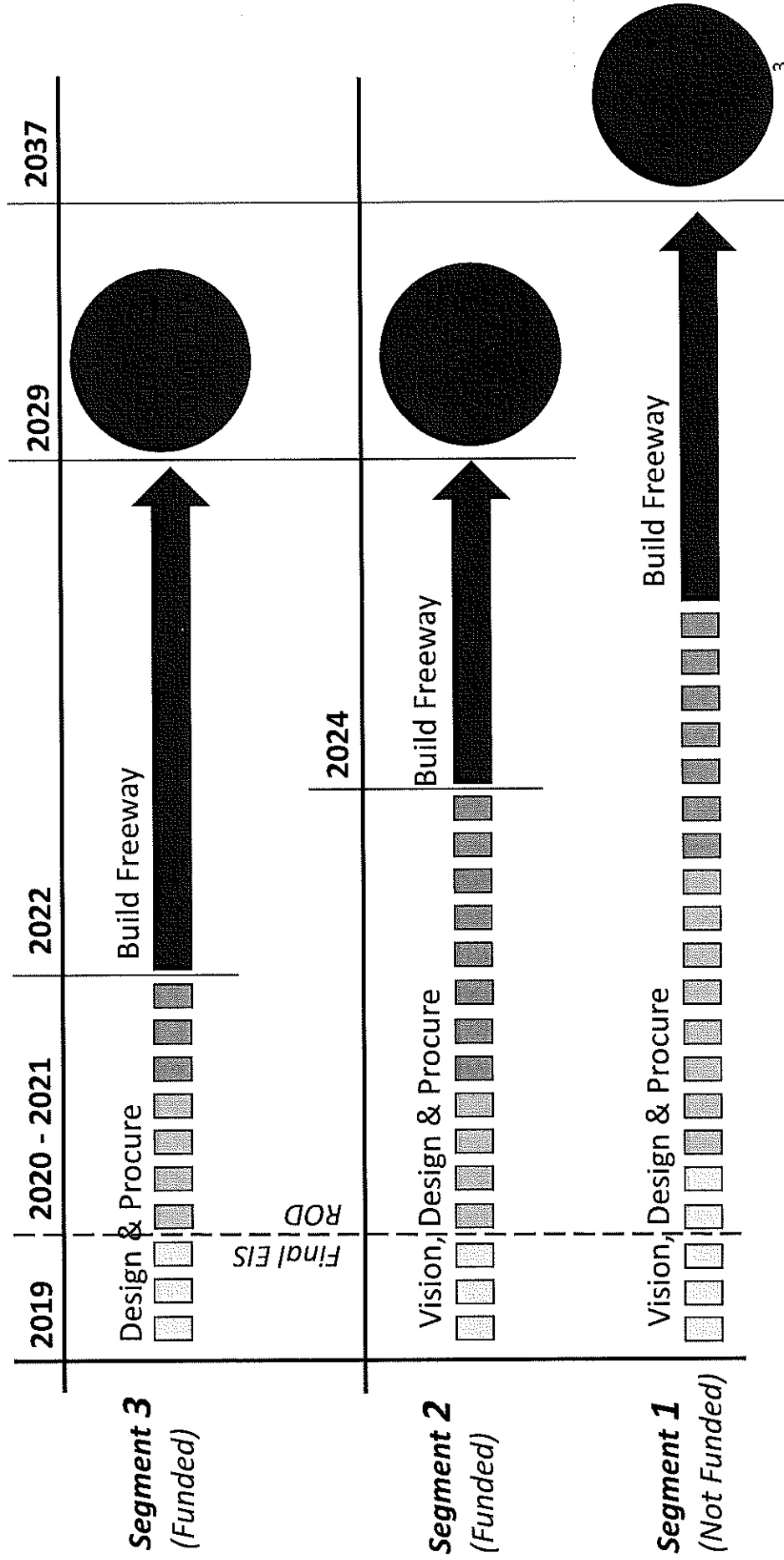
- **Segment 1:** I-45: Beltway 8 to I-610 (9 mi)
- **Segment 2:** I-45: I-610 to I-10 (3 mi)
- **Segment 3:** I-10, 1-45, I-69 (12.3 mi)

**Total: 24 miles**



Segments 1, 2 & 3

# North Houston Highway Improvement Project Construction Timeline



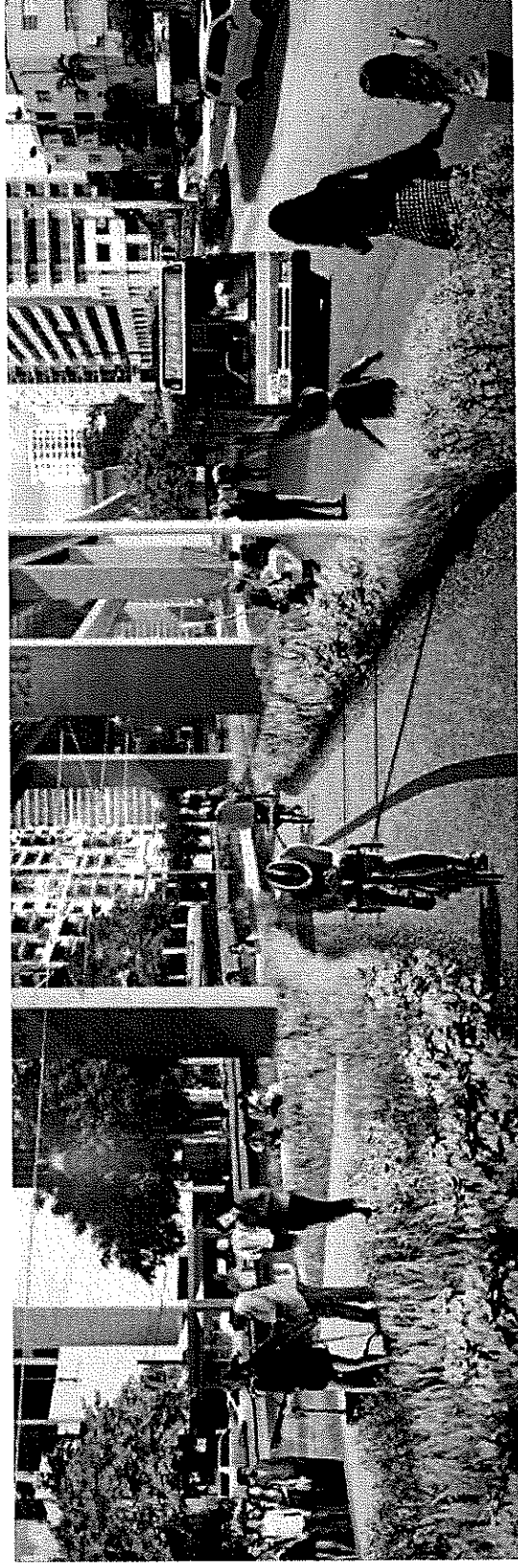


## NHHIP Segment 3 - Civic Opportunities Infrastructure Connectivity Projects

### Approach

**Bring communities together rather than divide them by:**

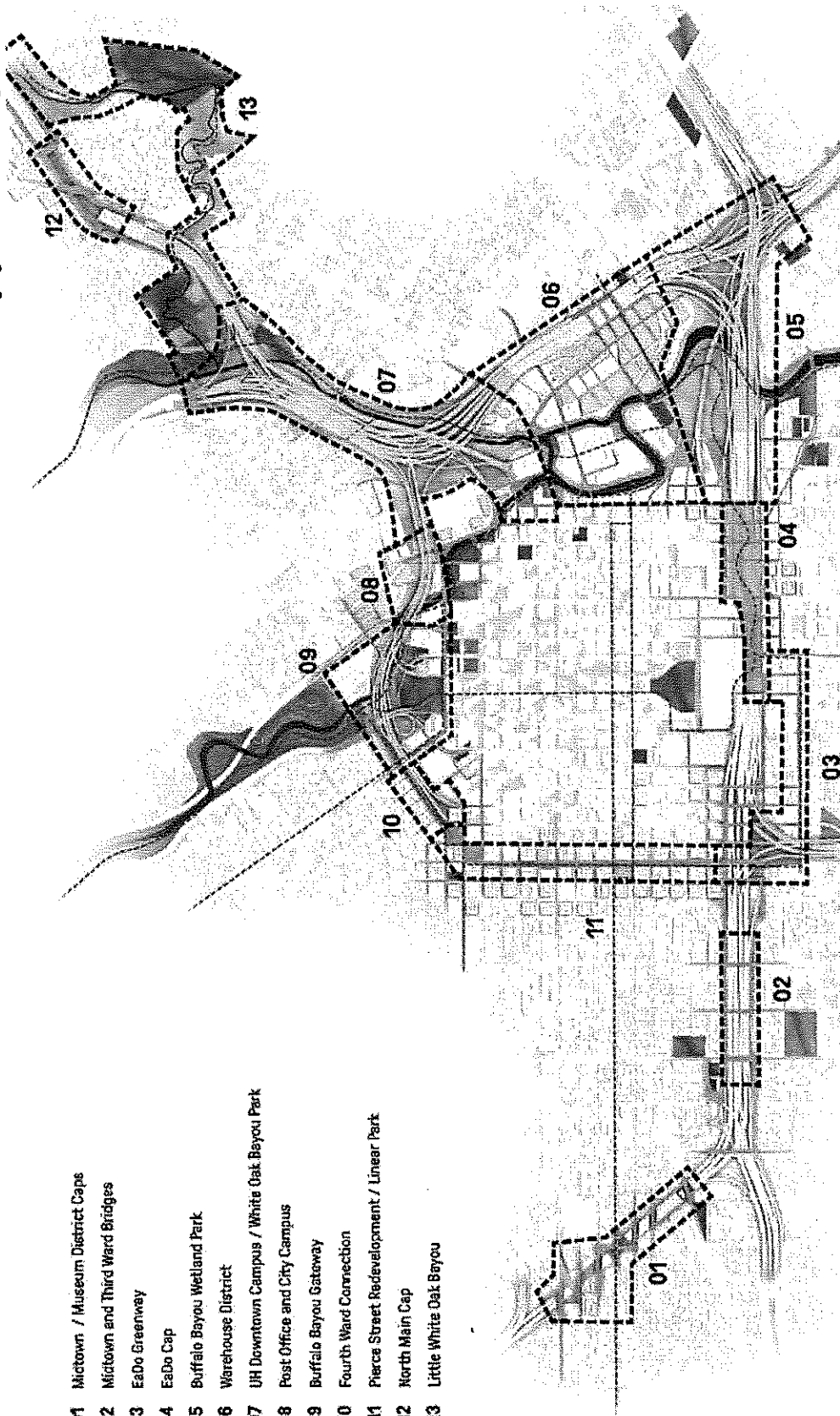
- Facilitating **multi-modal linkages** between the city's districts, neighborhoods and public spaces
- Improving quality of life by ensuring that all have access to **vibrant public open spaces**
- Creating a sense of community by restoring **neighborhood connections**



# NHHIP Segment 3 - Civic Opportunities

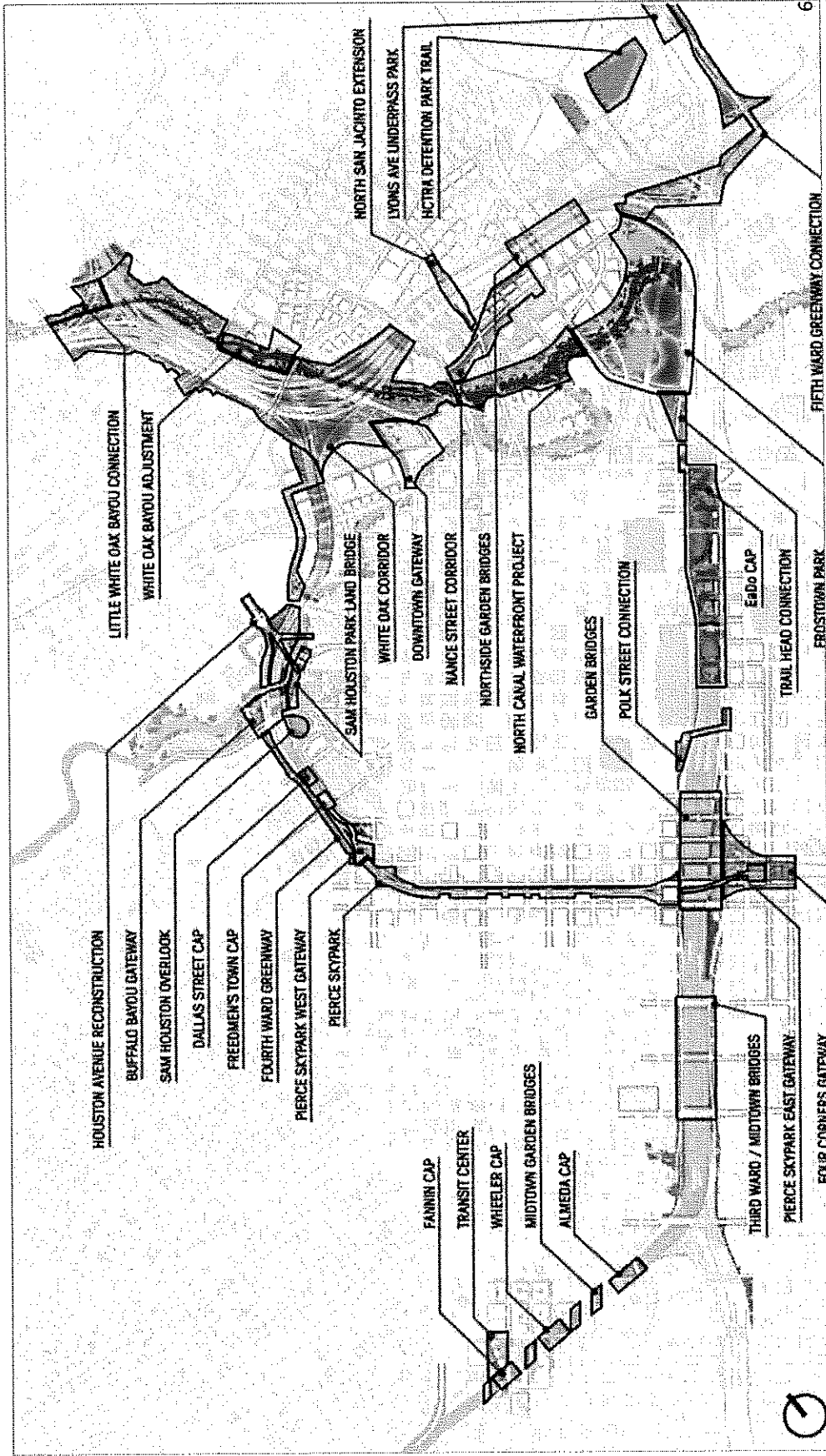
## Civic Opportunity Areas

- 01 Mictown / Museum District Cape
- 02 Mictown and Third Ward Bridges
- 03 EaDo Greenway
- 04 EaDo Cap
- 05 Buffalo Bayou Wetland Park
- 06 Warehouse District
- 07 UH Downtown Campus / White Oak Bayou Park
- 08 Post Office and City Campus
- 09 Buffalo Bayou Gateway
- 10 Fourth Ward Connection
- 11 Pierce Street Redevelopment / Linear Park
- 12 North Main Cap
- 13 Little White Oak Bayou



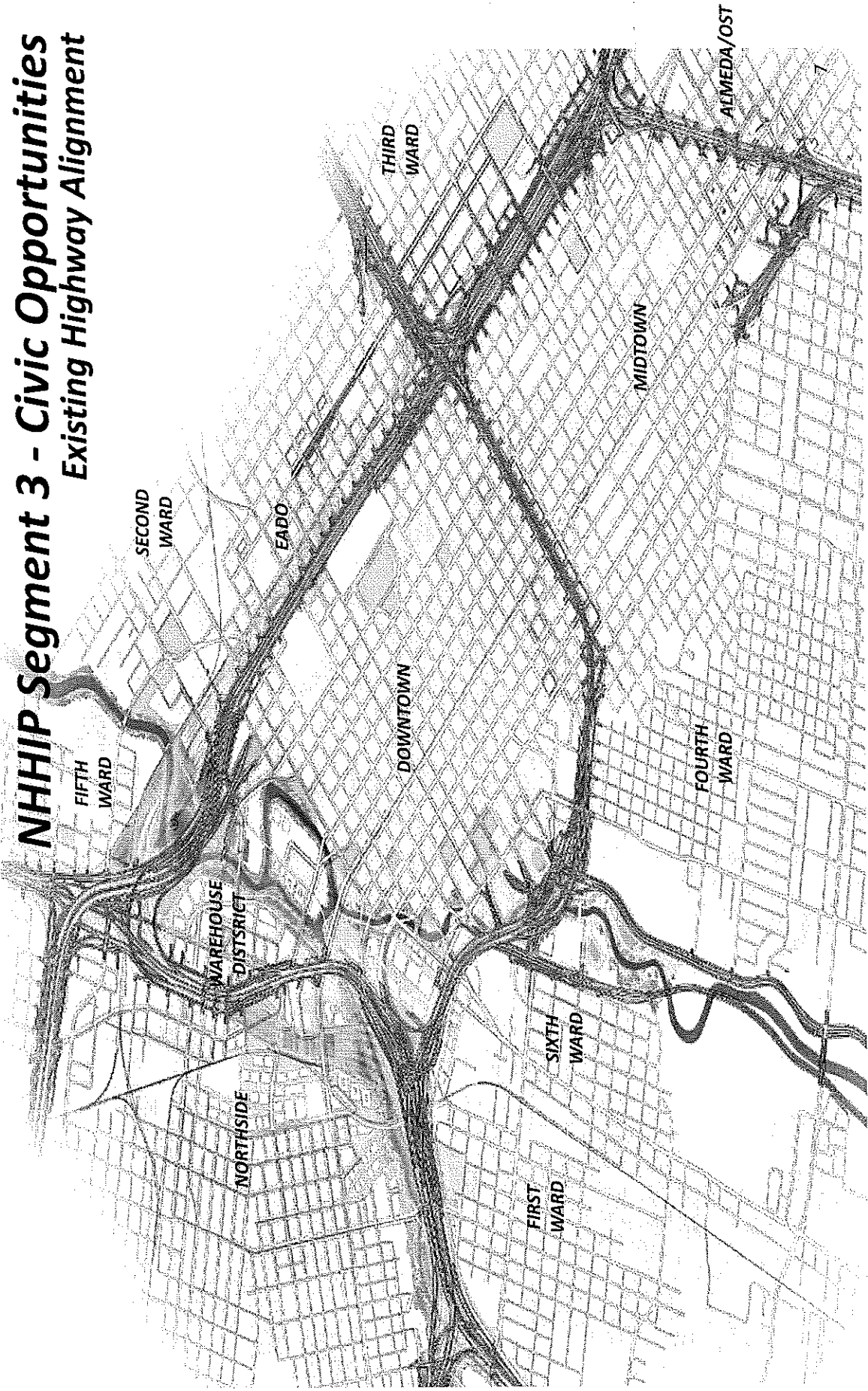
# NHHIP Segment 3 - Civic Opportunities

## 35 Potential Projects



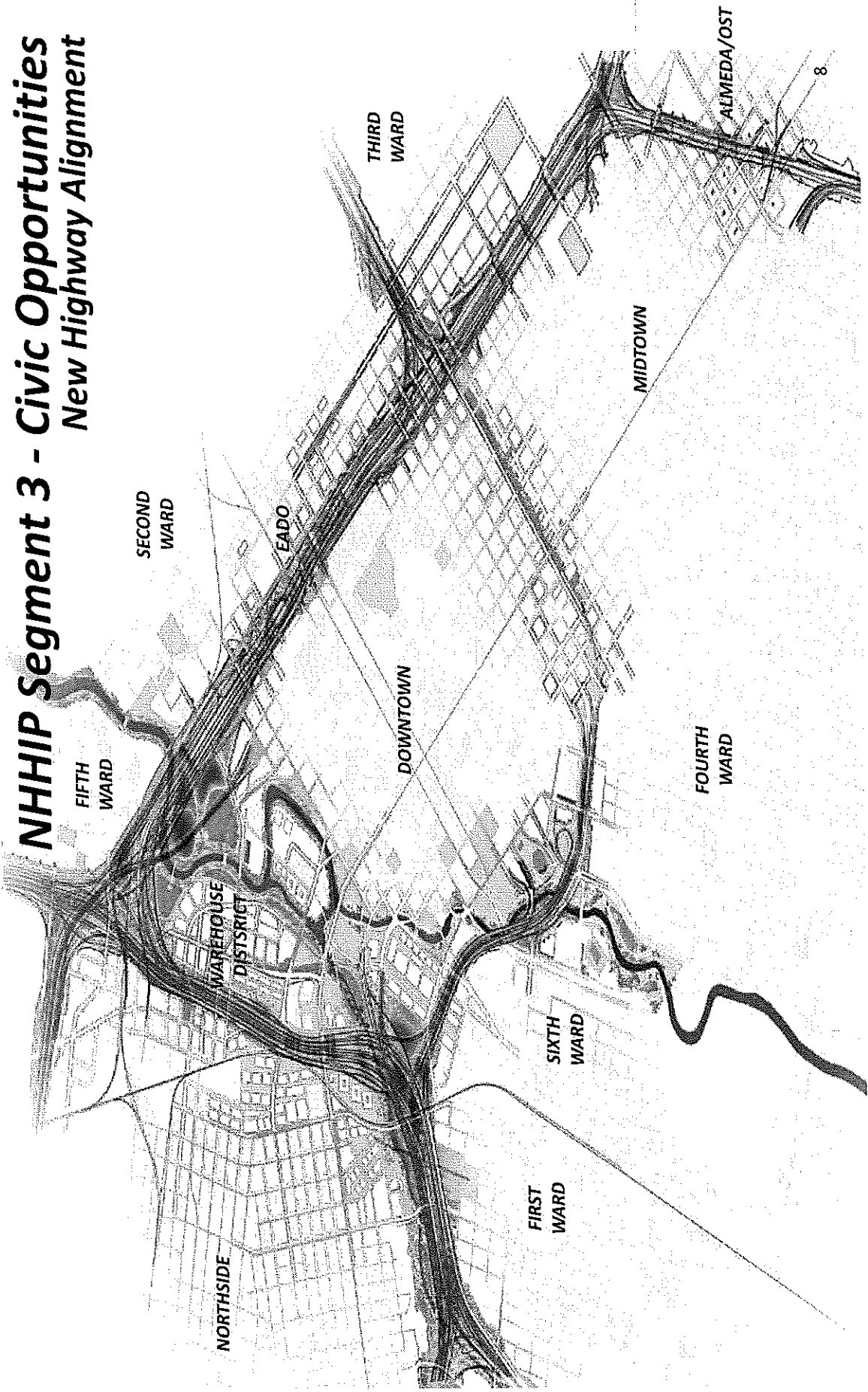
# NHHIP Segment 3 - Civic Opportunities

## Existing Highway Alignment



# NHHIP Segment 3 - Civic Opportunities

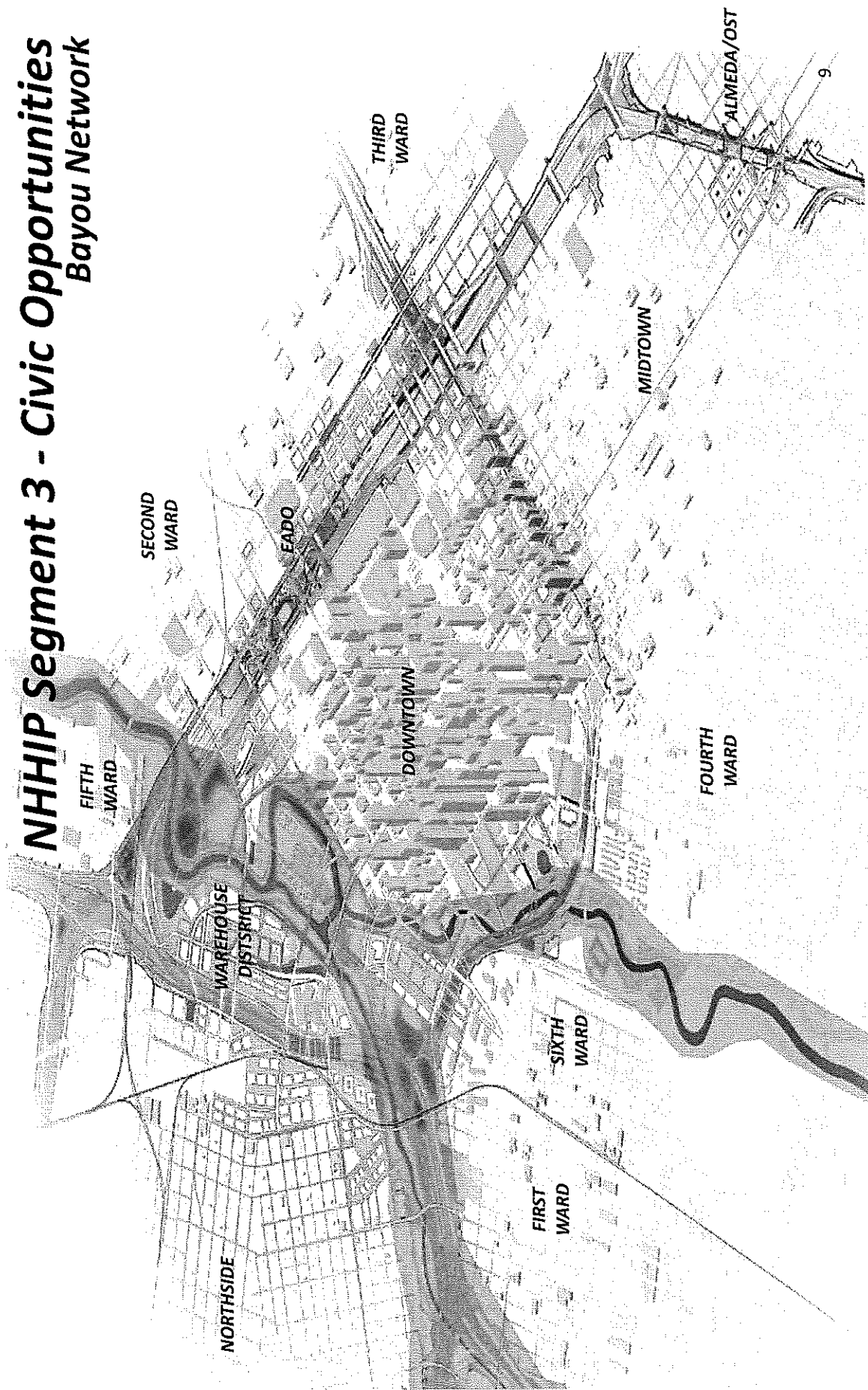
## New Highway Alignment





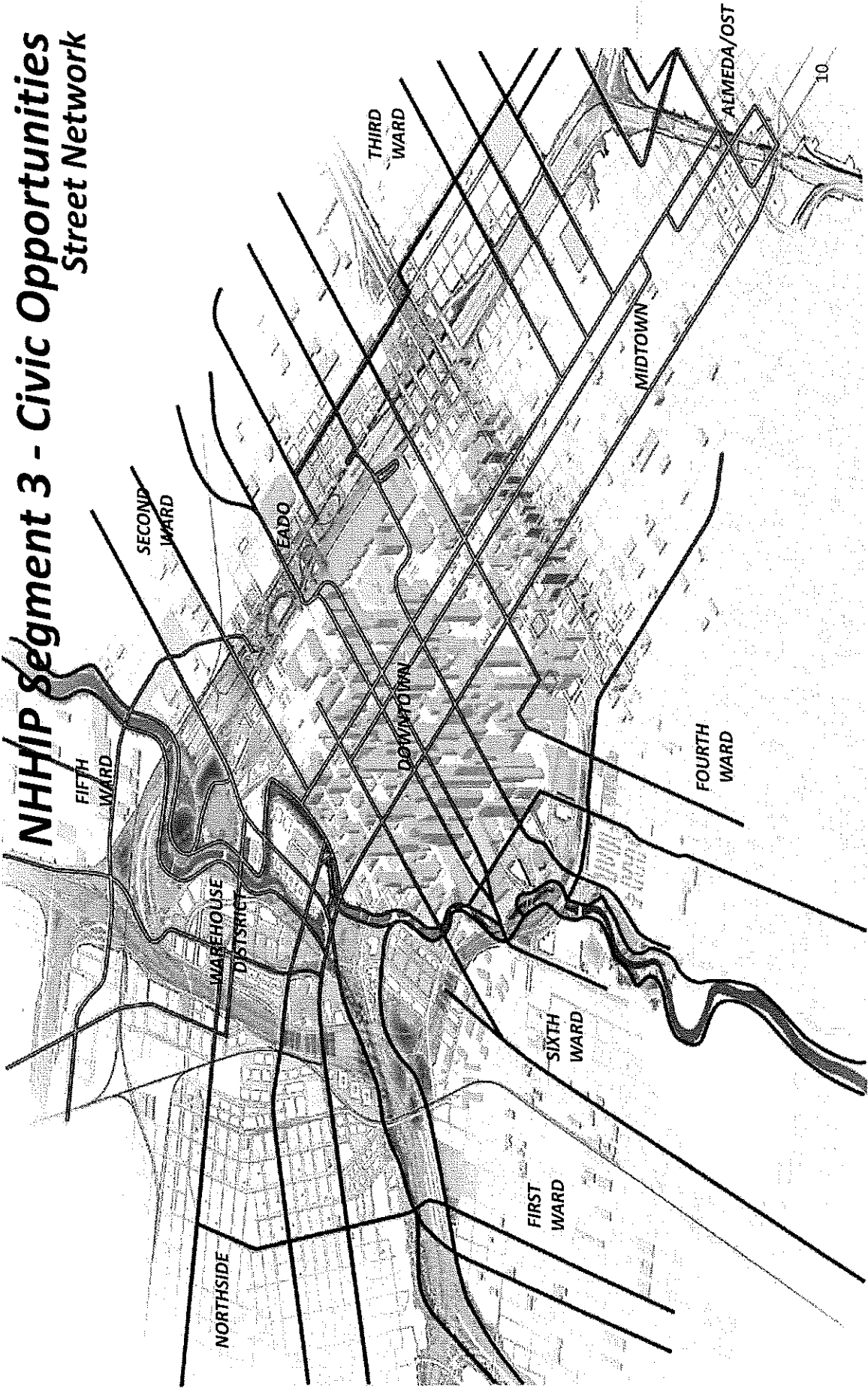
# NHHIP Segment 3 - Civic Opportunities

## Bayou Network

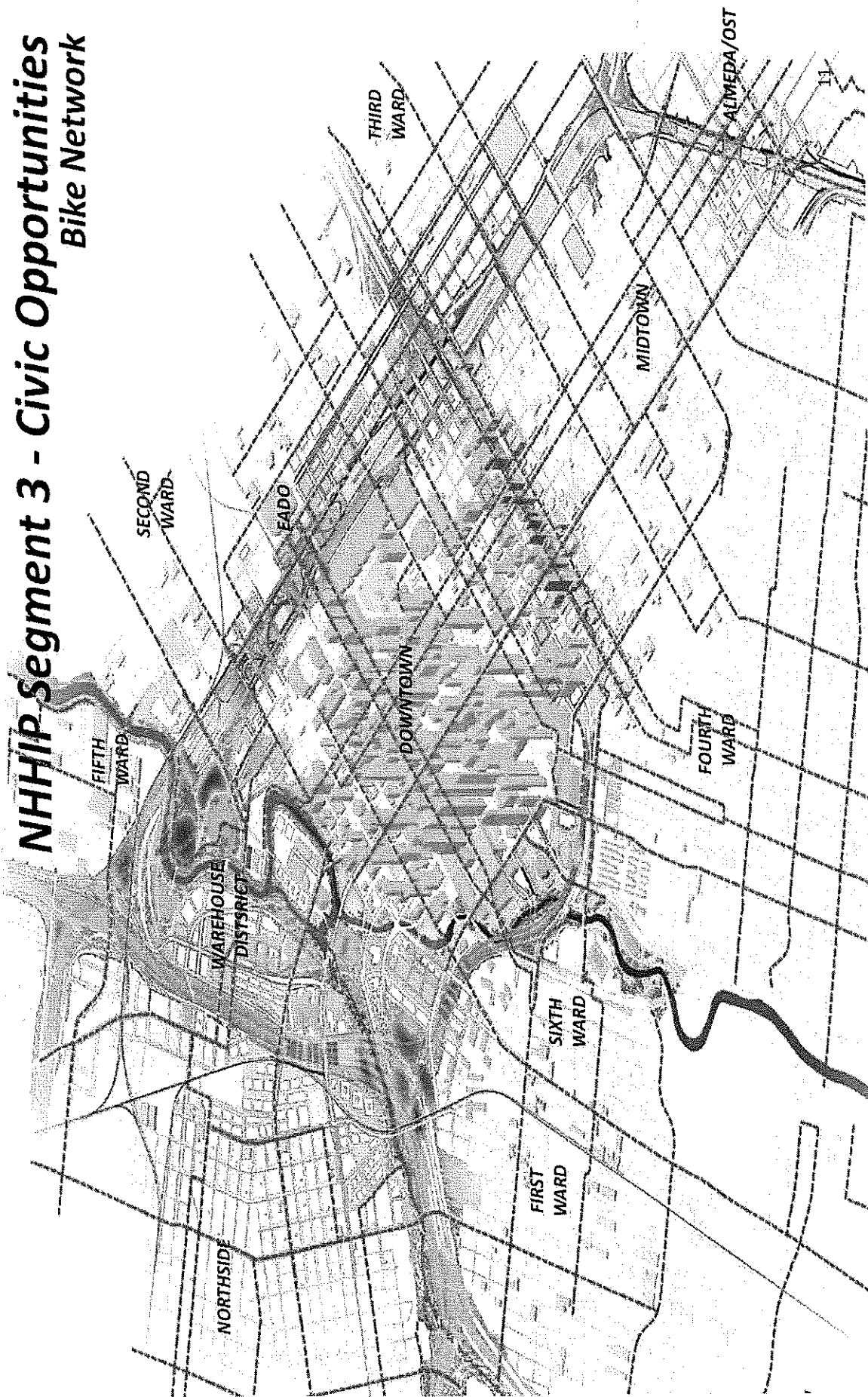


# NHHIP Segment 3 - Civic Opportunities

## Street Network



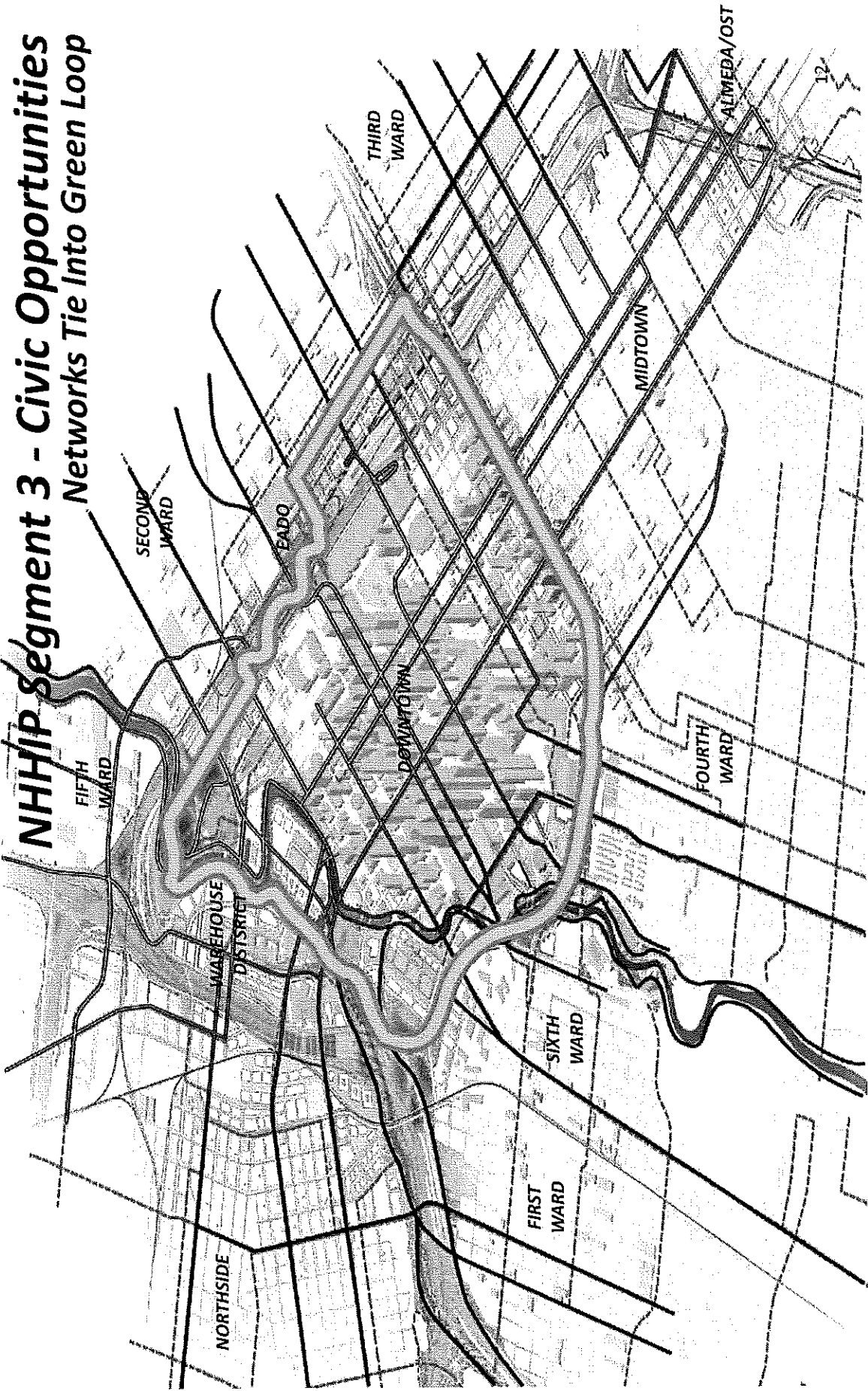
# NHHIP Segment 3 - Civic Opportunities Bike Network





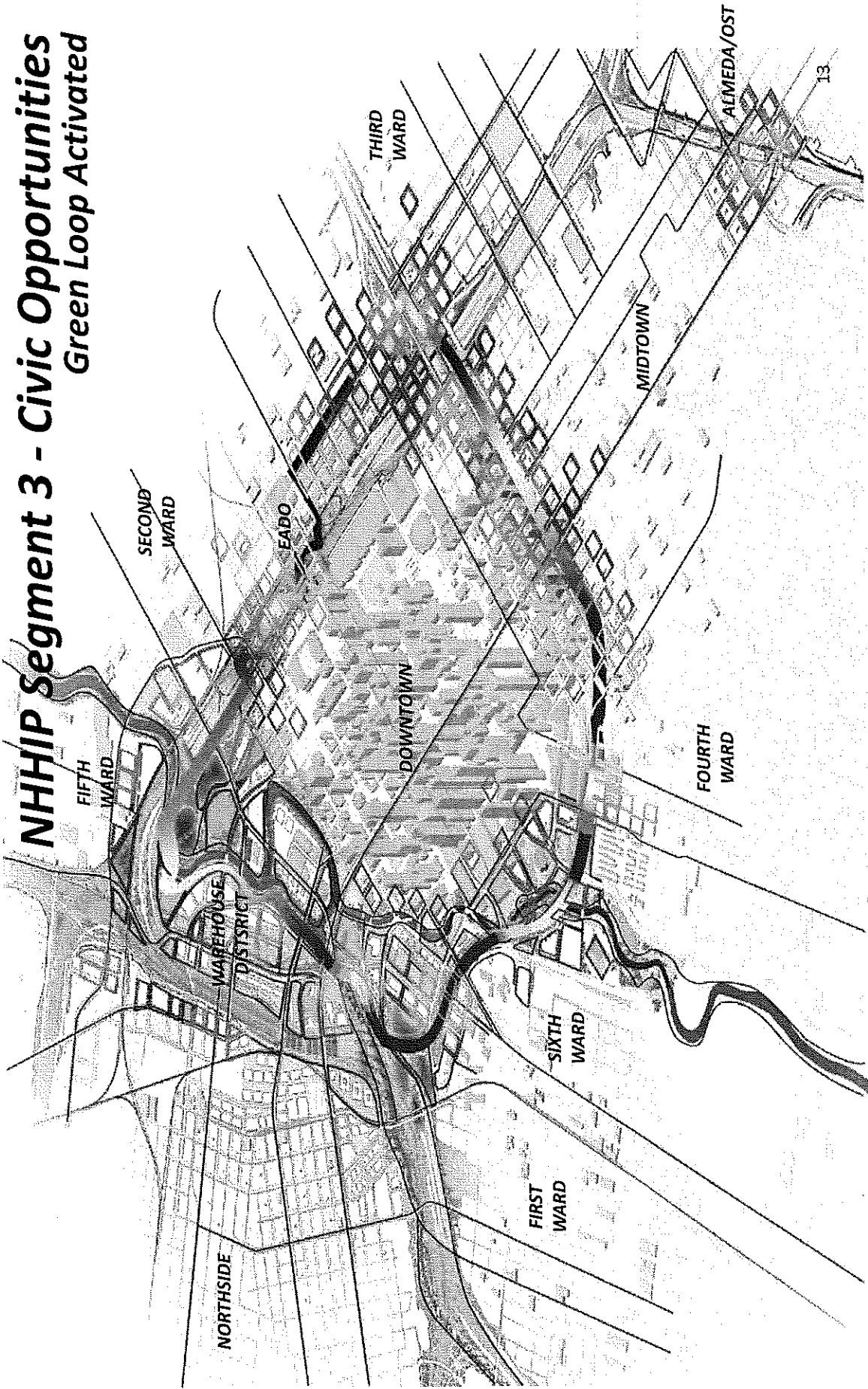
# NHHIP Segment 3 - Civic Opportunities

## Networks Tie Into Green Loop



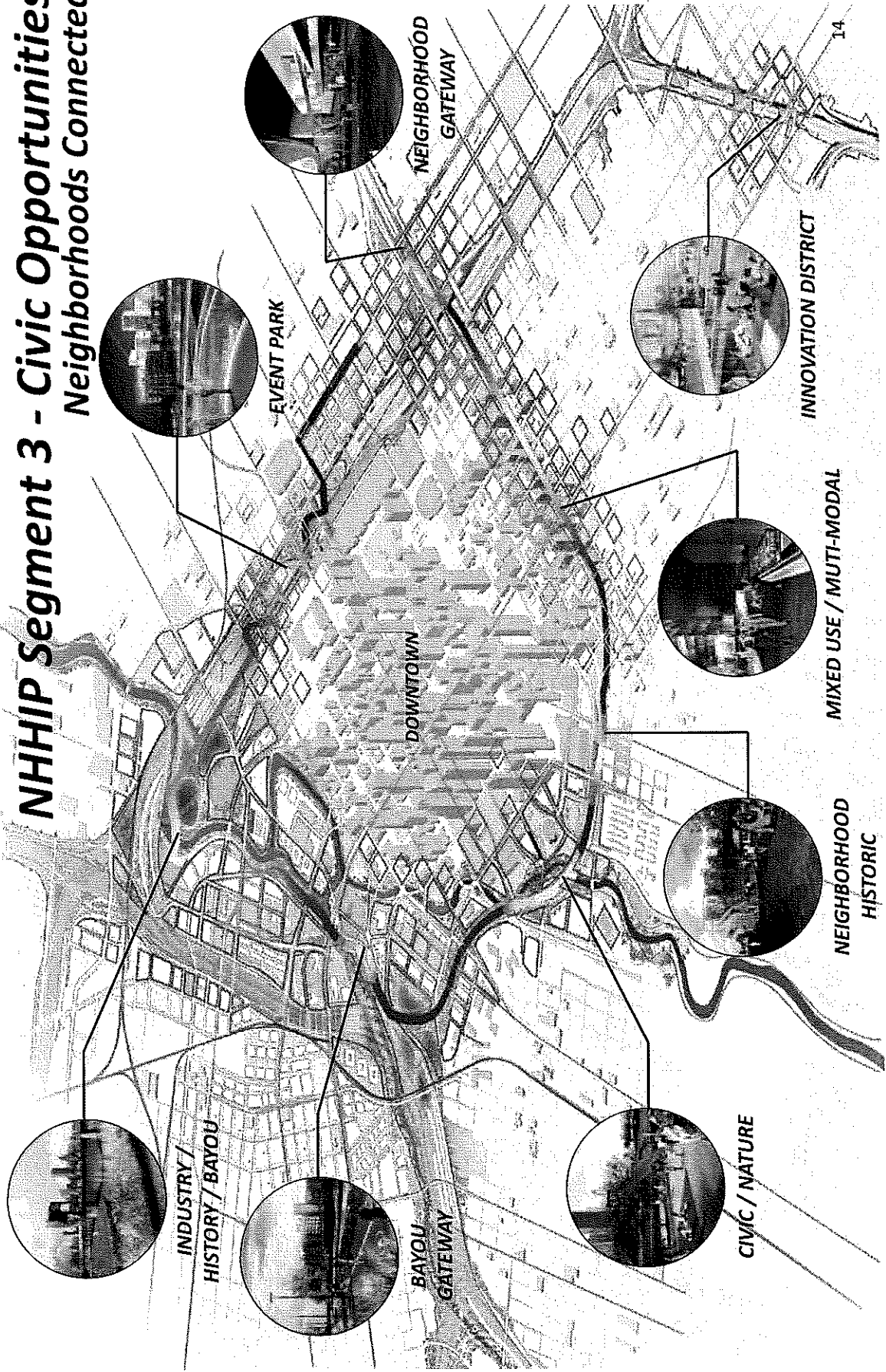
# NHHIP Segment 3 - Civic Opportunities

## Green Loop Activated



# NHHIP Segment 3 - Civic Opportunities

## Neighborhoods Connected



# NHHIP Segment 3 – Civic Opportunities Economic Impact

## HR&A Report – NHHIP Civic Opportunities: Impacts & Benefits

Full implementation of the civic opportunities – the combined and individual effects – will generate economic benefits on the order of \$5.6 - \$9.0 billion (20-year NPV), in addition to significant community benefits. HR&A assessed economic benefits including increases in the value of existing real estate assets, new real estate development, new visitor spending, and worker and resident attraction to central Houston. These economic benefits exceed the likely capital cost of the completed civic opportunities several times over.

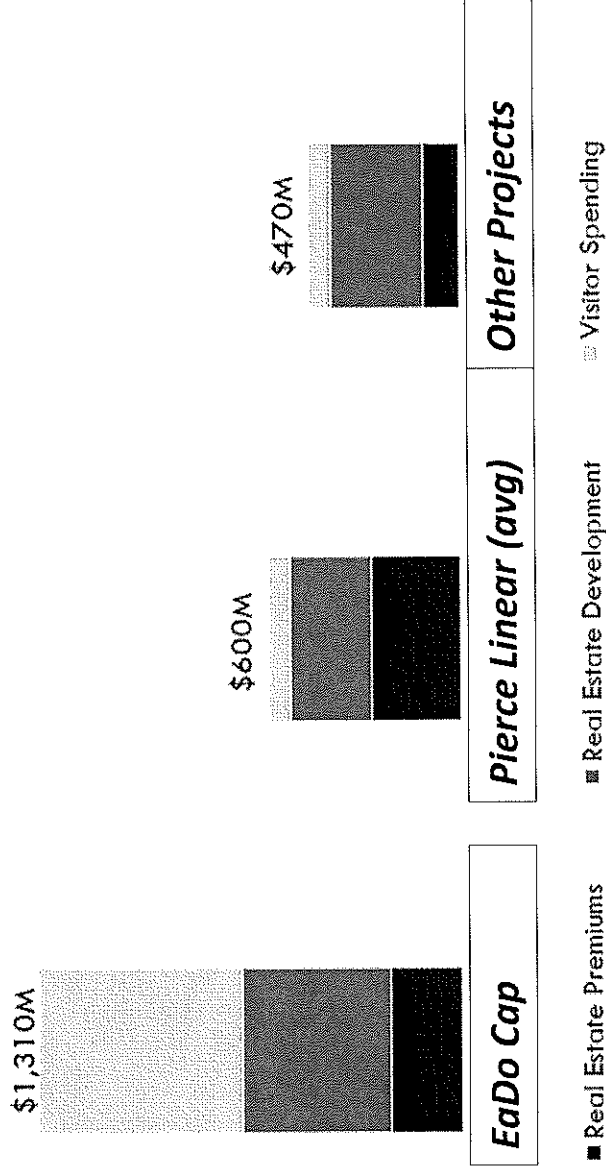
Summary of Program-Wide Economic Benefits (Figure 1)

| Total Economic Benefits        | Low             | Median          | High            |
|--------------------------------|-----------------|-----------------|-----------------|
| Worker and Resident Attraction | \$3,300M        | \$4,400M        | \$5,500M        |
| Visitor Spending               | \$900M          | \$1,100M        | \$1,300M        |
| Real Estate Development        | \$800M          | \$1,000M        | \$1,300M        |
| Real Estate Premiums           | \$600M          | \$700M          | \$900M          |
| <b>Total</b>                   | <b>\$5,600M</b> | <b>\$7,200M</b> | <b>\$9,000M</b> |

# NHHIP Segment 3 – Civic Opportunities Economic Impact

## Benefits by Project

Together, the EaDo Cap and Pierce Linear account for 80% of the Project-specific economic impacts of the civic opportunities related to the NHHIP. A detailed summary of the potential impacts and implementation considerations, including design, program, and funding, of each project can be found within this section.



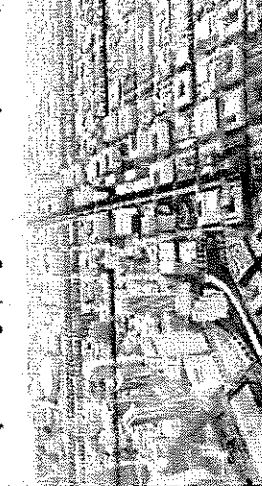
# NHHIP Segment 3 – Civic Opportunities Economic Impact - Pierce Linear

## Key Findings

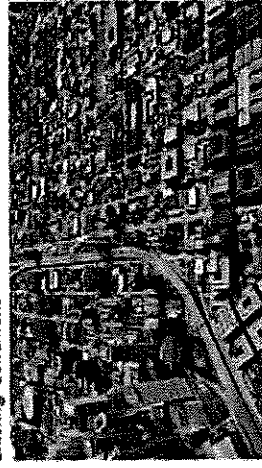
- **Elevated Option:** can attract more gross economic impact than an at-grade linear option.
- **Regional Amenity:** impacts real estate up to a quarter of a mile from the project.
- **Gateway :** for both Midtown and southern Downtown communities.
- **Connectivity:** to network of Civic Opportunities.

- **Public Health Benefit :** offers significant physical exercise and public health potential.

Proposed Design (Neighborhood Park option shown)



Existing Conditions




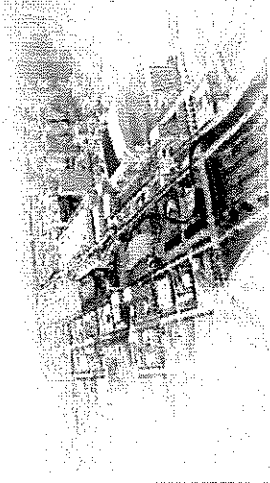
| Economic Benefits             | Signature Park |               |                 | Neighborhood Park |               |               |
|-------------------------------|----------------|---------------|-----------------|-------------------|---------------|---------------|
|                               | Low            | Median        | High            | Low               | Median        | High          |
| Visitor Spending              | \$120M         | \$135M        | \$150M          | -                 | -             | -             |
| Real Estate Development       | \$235M         | \$405M        | \$570M          | \$95M             | \$105M        | \$115M        |
| Real Estate Premiums          | \$300M         | \$395M        | \$485M          | \$125M            | \$150M        | \$180M        |
| <b>Total Economic Benefit</b> | <b>\$655M</b>  | <b>\$935M</b> | <b>\$1,205M</b> | <b>\$220M</b>     | <b>\$255M</b> | <b>\$295M</b> |

# NHHIP Segment 3 – Civic Opportunities

## Economic Impact - EaDo Cap

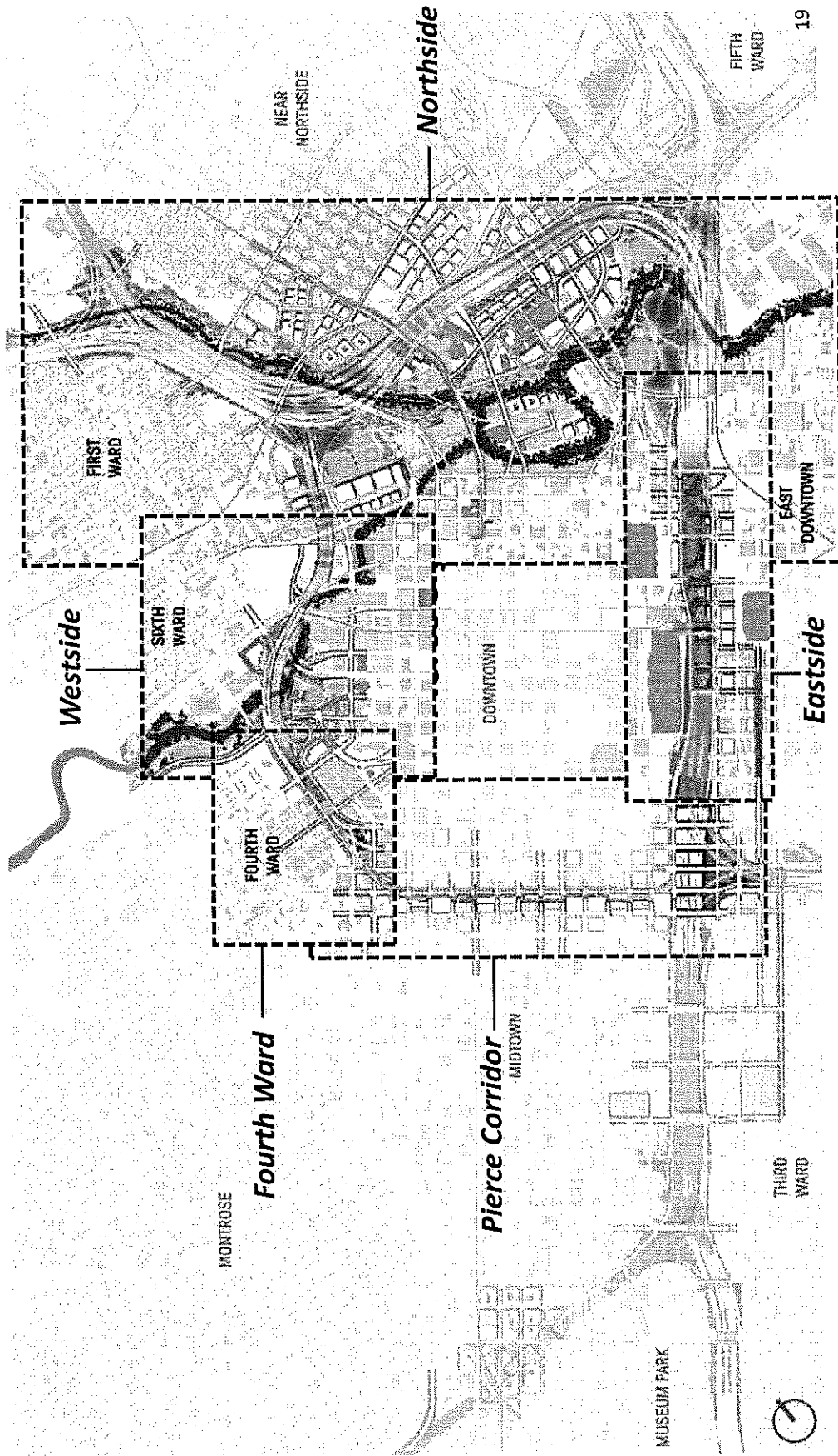
### Key Findings

- **Highest Economic Impact:** can attract more gross economic impact than any other civic opportunity.
- **Out of Town Visitation:** accounts for over 80% of total visitor spending benefits of total civic vision.
- **New Development :** many vacant and underbuilt sites in the area – 27 acres of developable land.
- **Connectivity:** to network of Civic Opportunities.
- **Public Health Benefit :** offers significant physical exercise and public health potential.

|                         |  | Proposed Design (Signature Park)  |          |
|-------------------------|--|---|----------|
| Existing Conditions     |  |  |          |
|                         |  |  |          |
| Economic Benefits       |  | Low   | High     |
| Visitor Spending        |  | \$240M  | \$300M   |
| New Events              |  | \$240M  | \$480M   |
| Real Estate Development |  | \$355M  | \$575M   |
| Real Estate Premiums    |  | \$170M  | \$260M   |
| Total Economic Benefit  |  | \$1,005M  | \$1,615M |

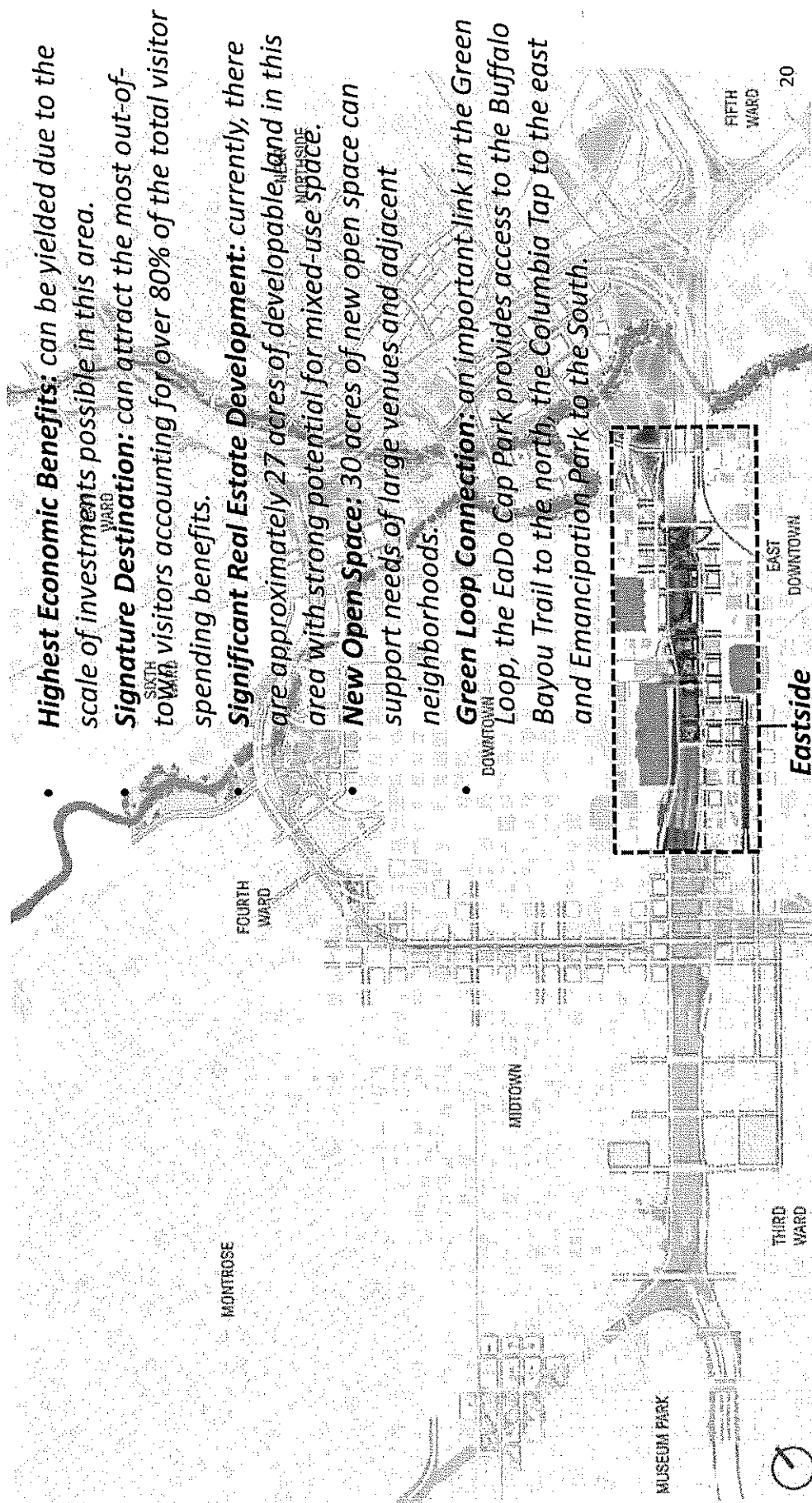


# NHHIP Segment 3 - Civic Opportunities Master Plan - Locations



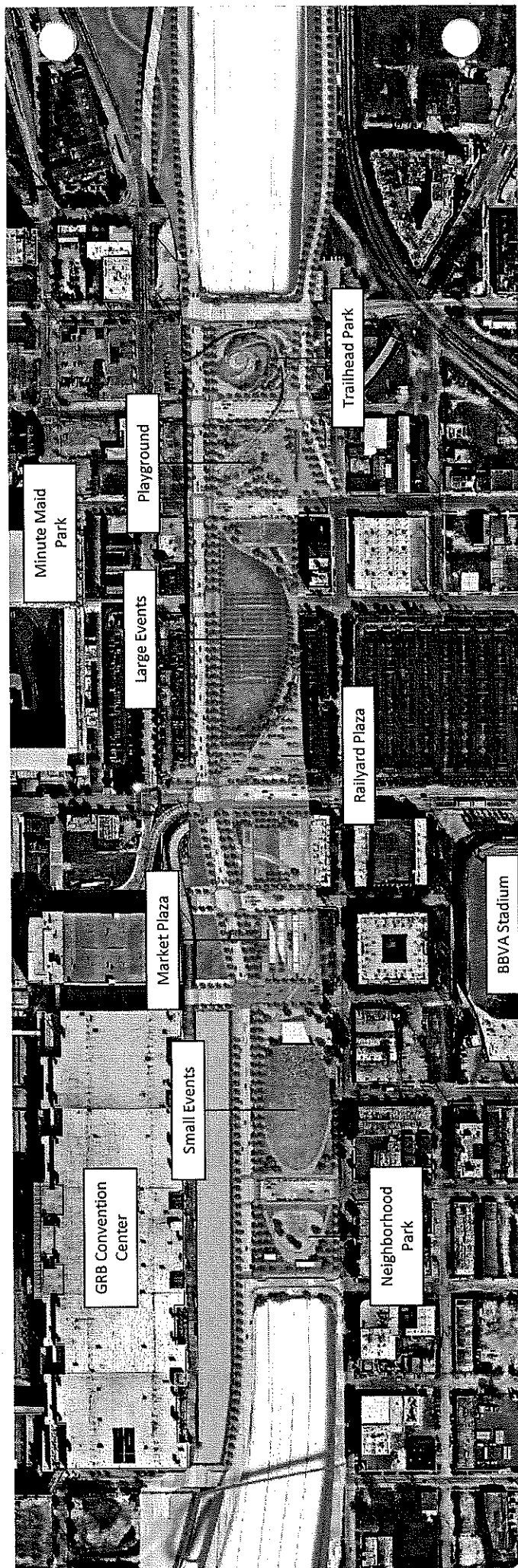


# NHHIP Segment 3 - Civic Opportunities Eastside



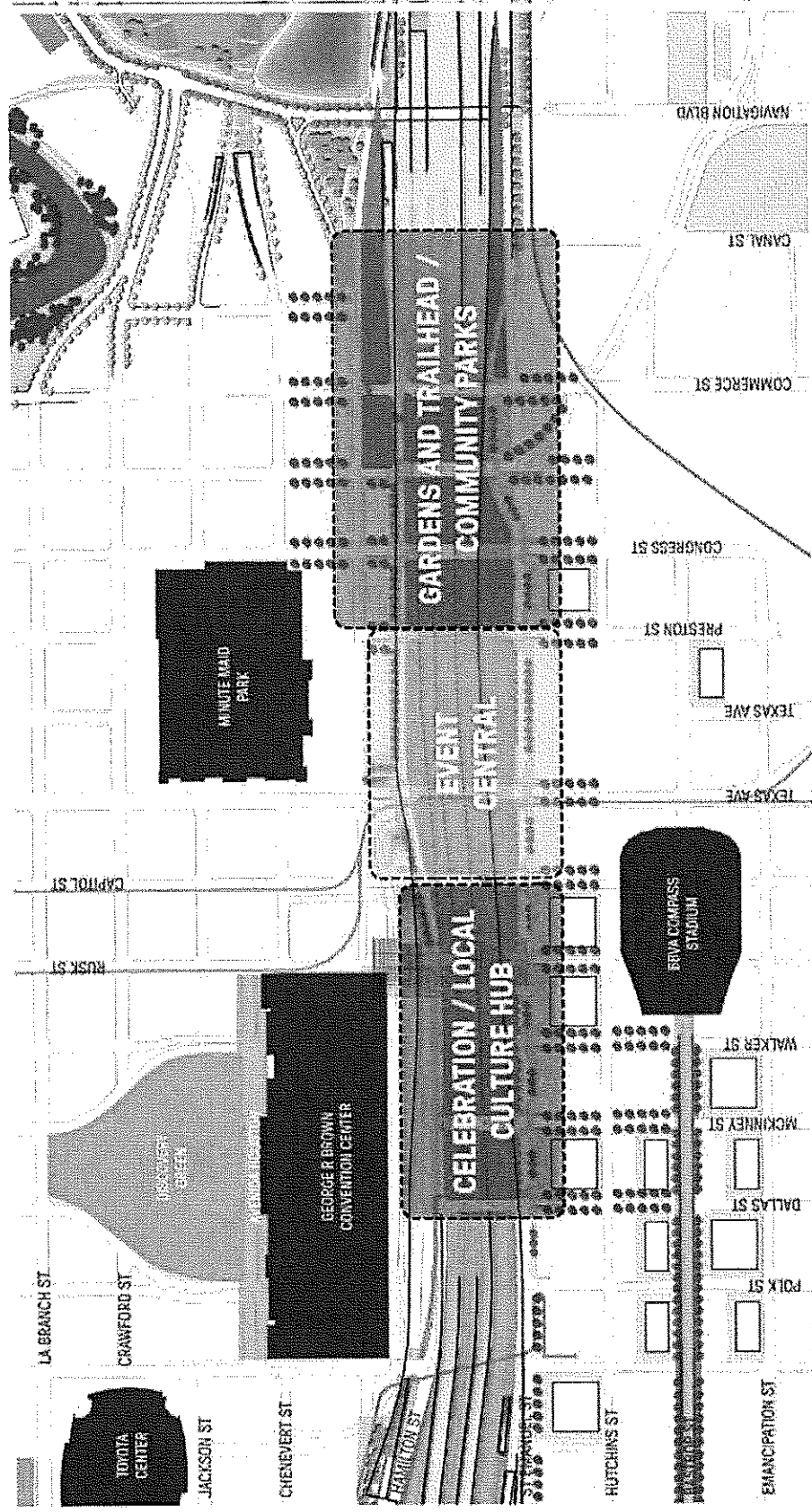
# *NHHIP Segment 3 – Civic Opportunities*

## *EaDo Cap*



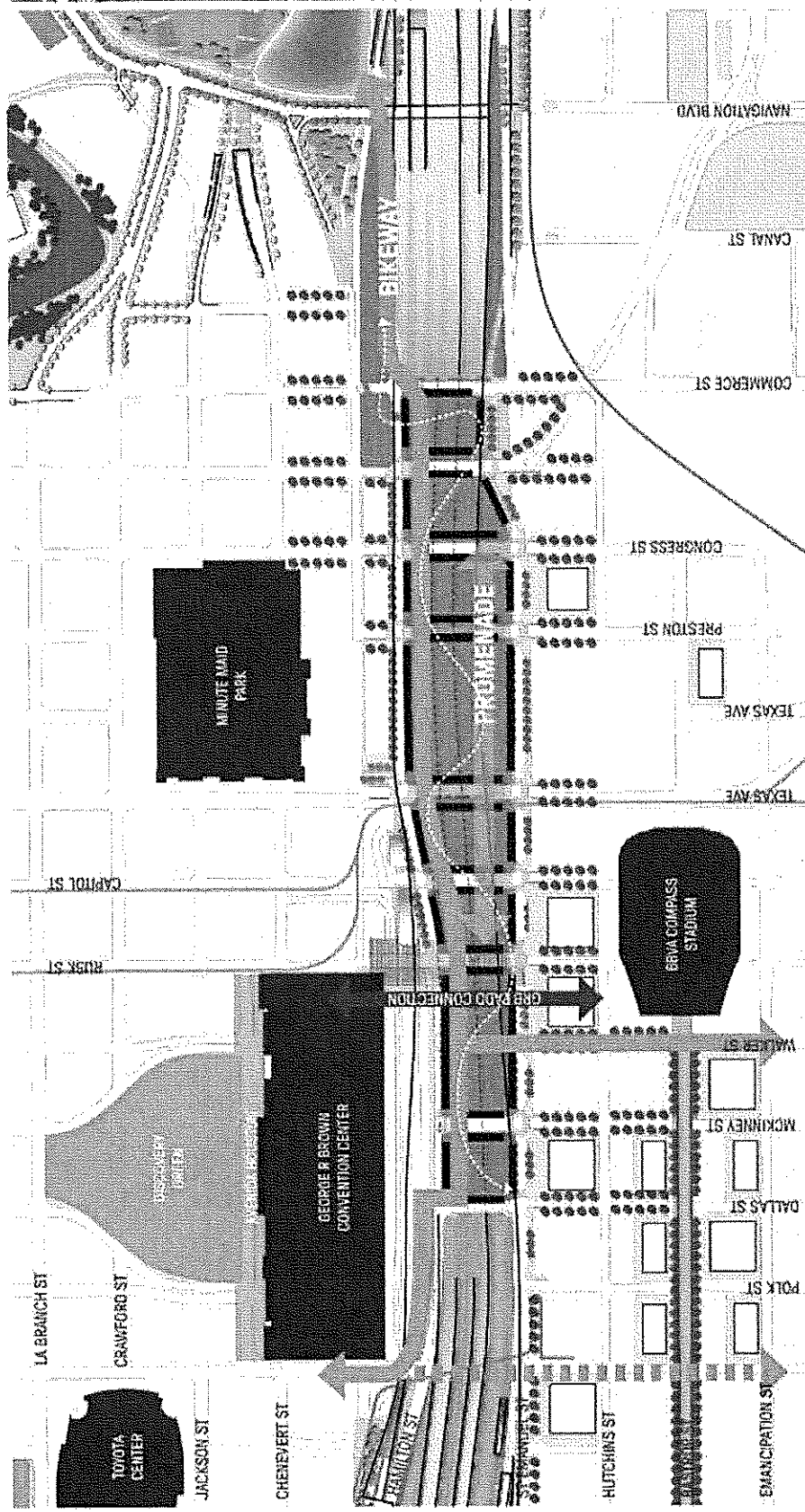
# NHHIP Segment 3 – Civic Opportunities EaDo Cap

## Character Zones



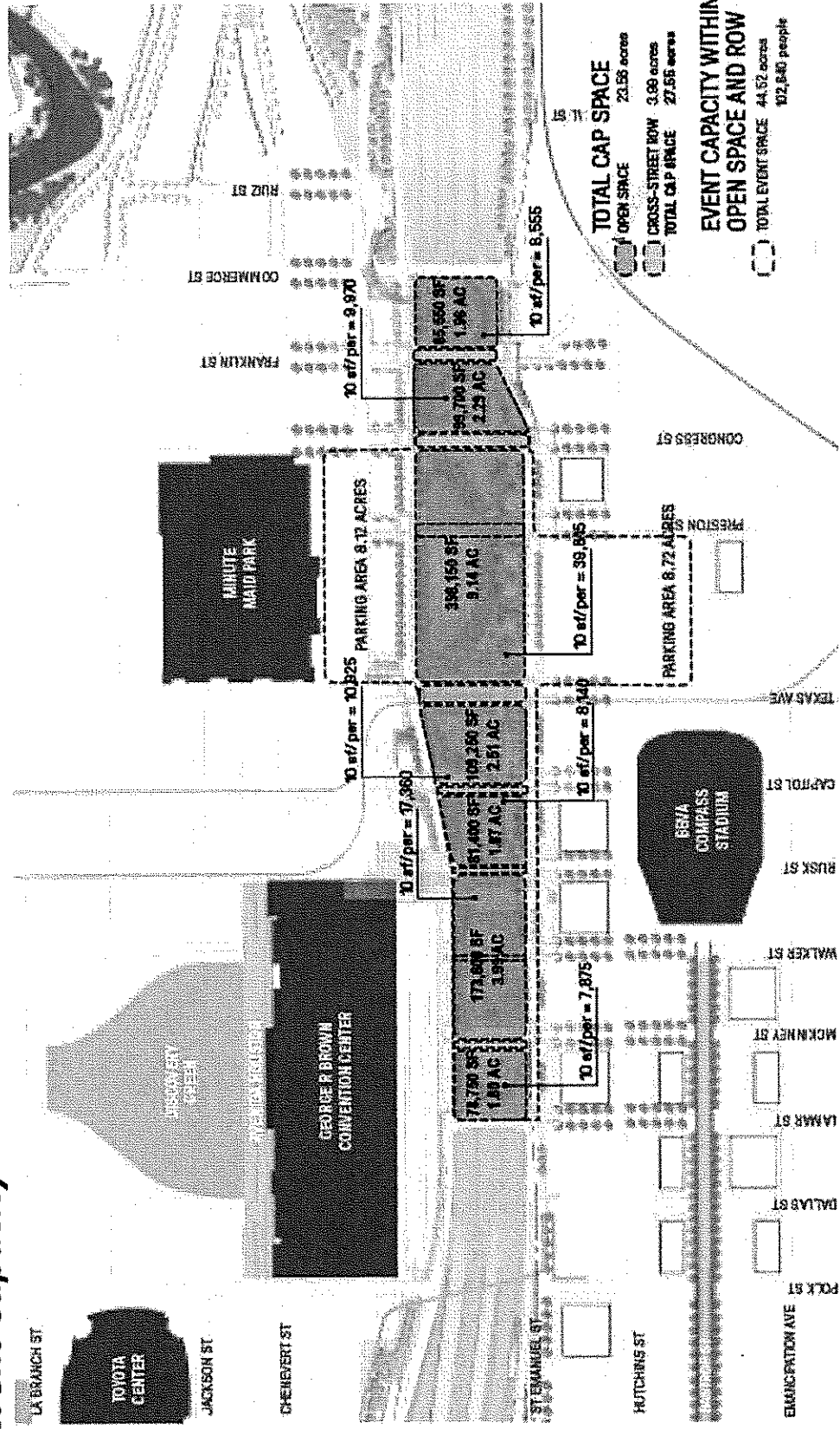
# NHHIP Segment 3 – Civic Opportunities EaDo Cap

## Circulation



# NHHIP Segment 3 – Civic Opportunities EaDo Cap

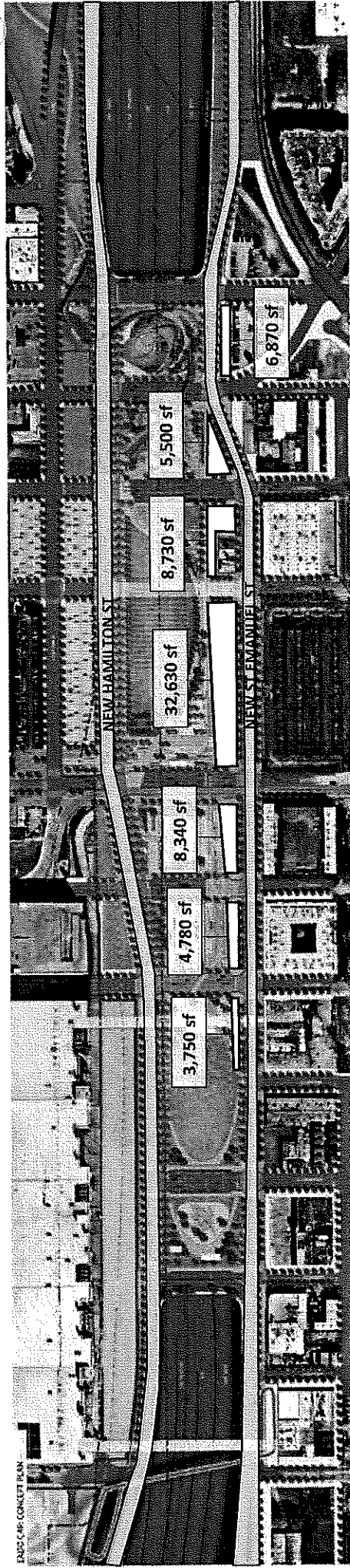
## Event Capacity





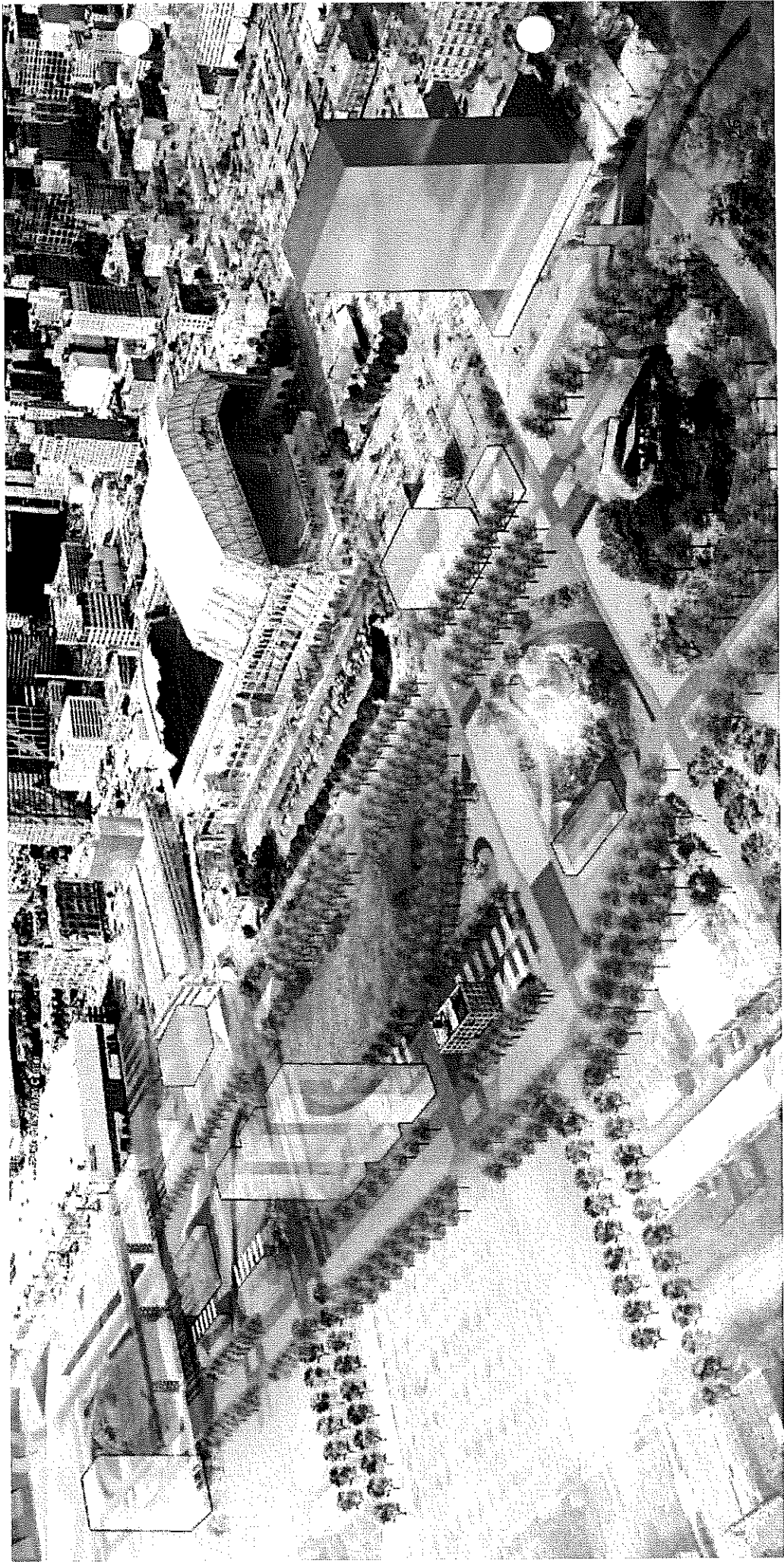
# NHHIP Segment 3 – Civic Opportunities EaDo Cap

*Usable Land from Right of Way Remnants*



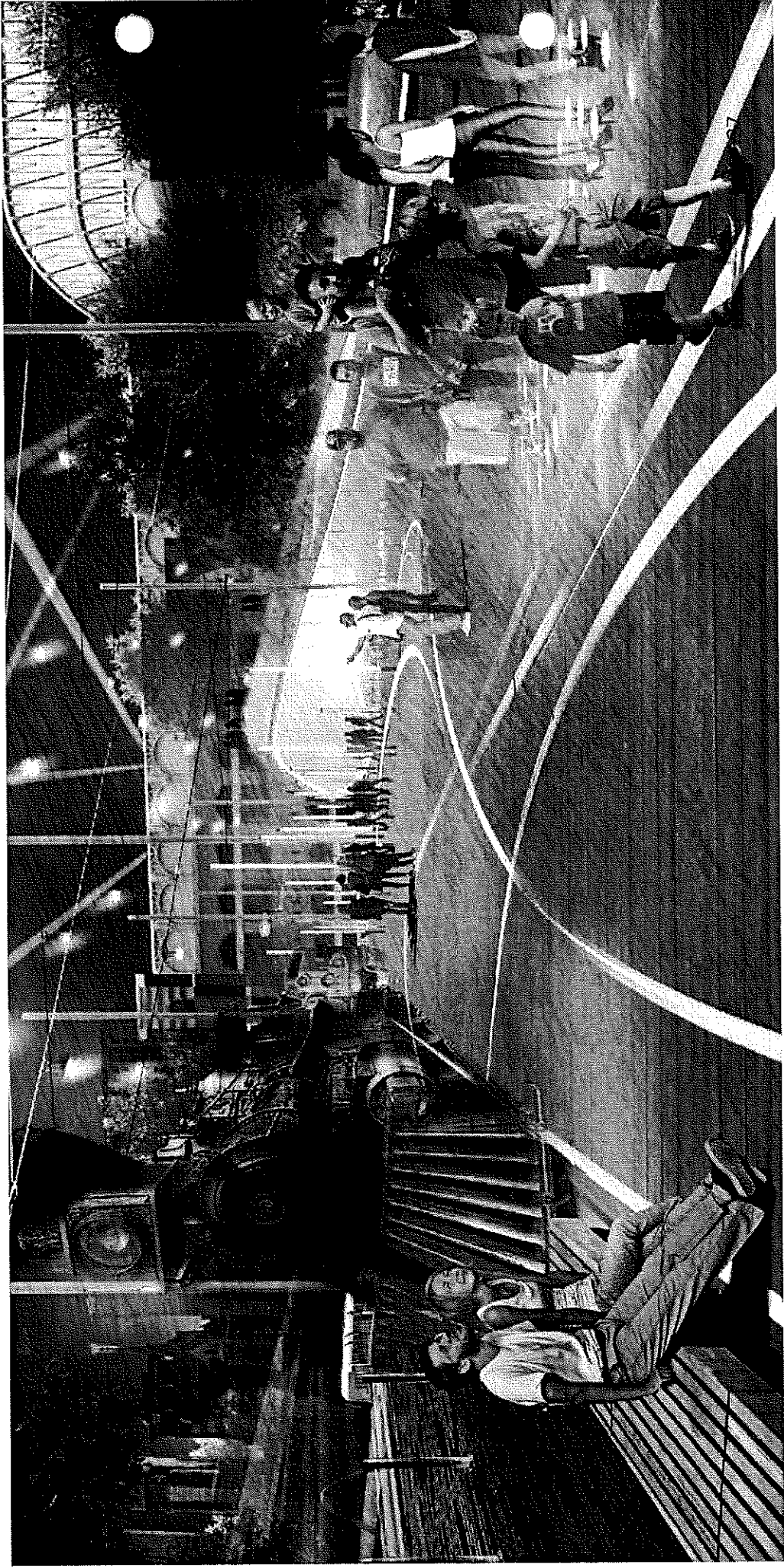
*Total New Land for Private Development Along Cap: 63,730 sf*

# ***NHHIP Segment 3 – Civic Opportunities EaDo Cap***



# *NHHIP Segment 3 – Civic Opportunities*

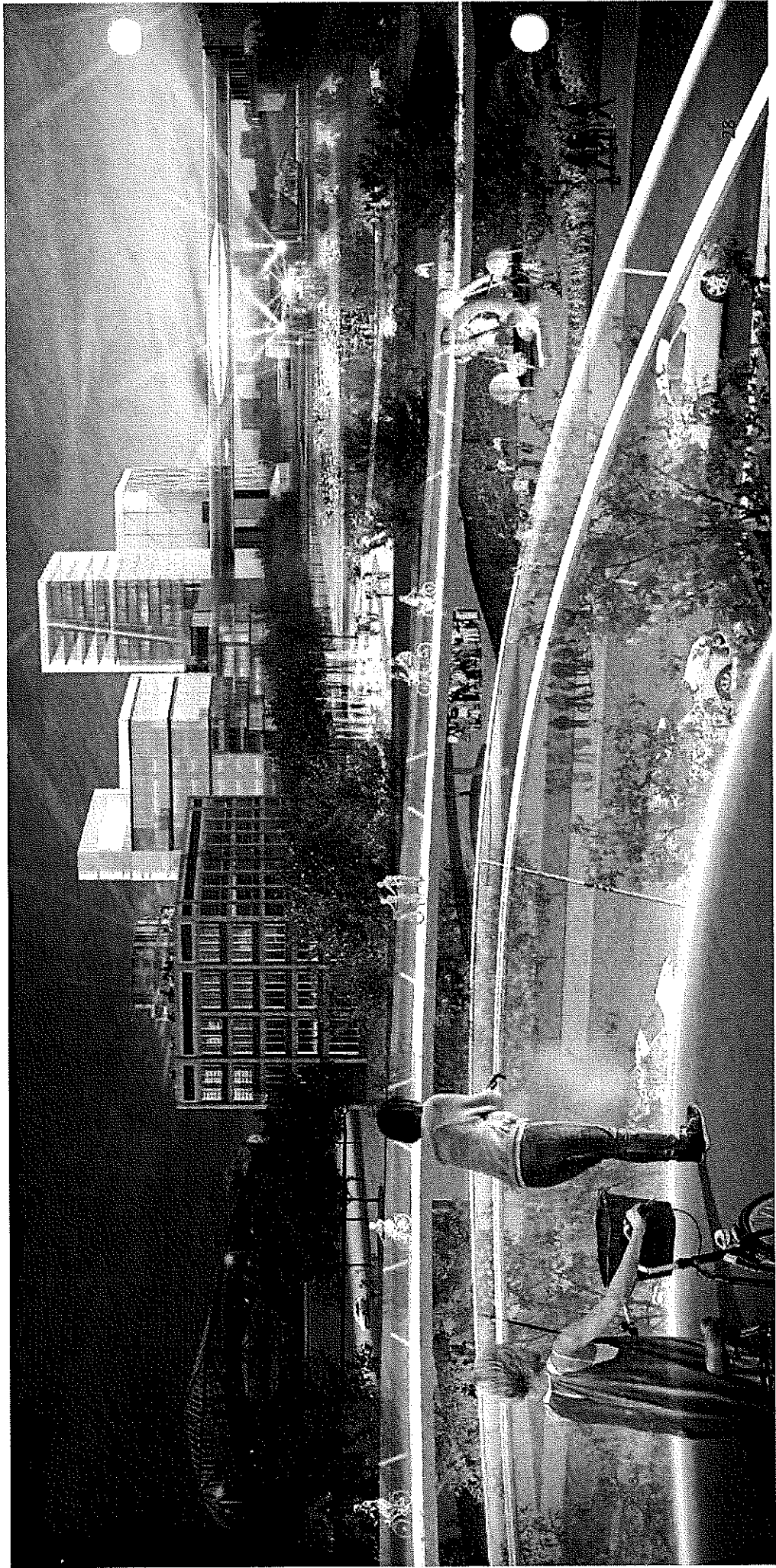
## *EaDo Cap*





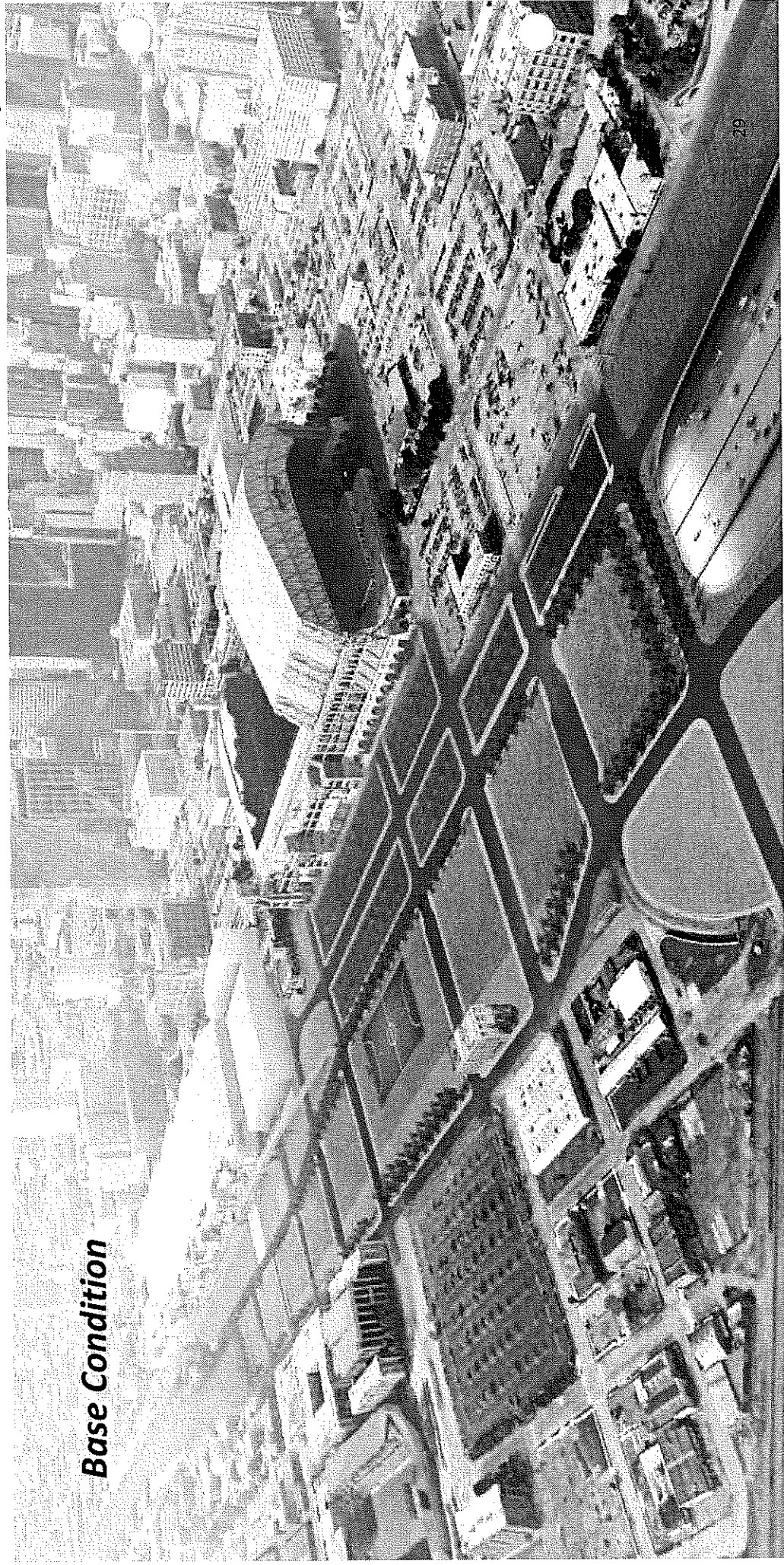
# *NHHIP Segment 3 – Civic Opportunities*

## *EaDo Cap*



# ***NHHIP Segment 3 – Civic Opportunities EaDo Cap***

***Base Condition***



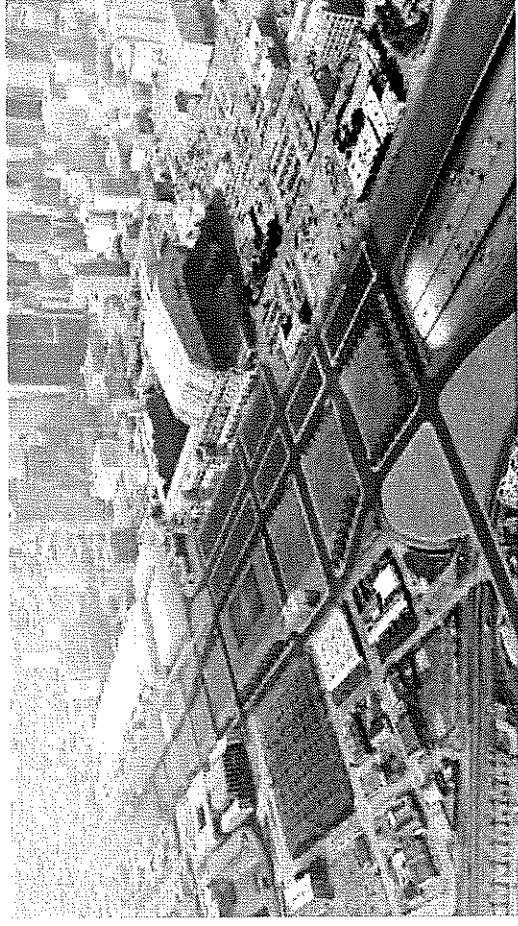
# ***NHHIP Segment 3 – Civic Opportunities EaDo Cap***

***Fully Built Condition Cost***



***Fully Built Condition = \$272,850,000  
\$289/sf***

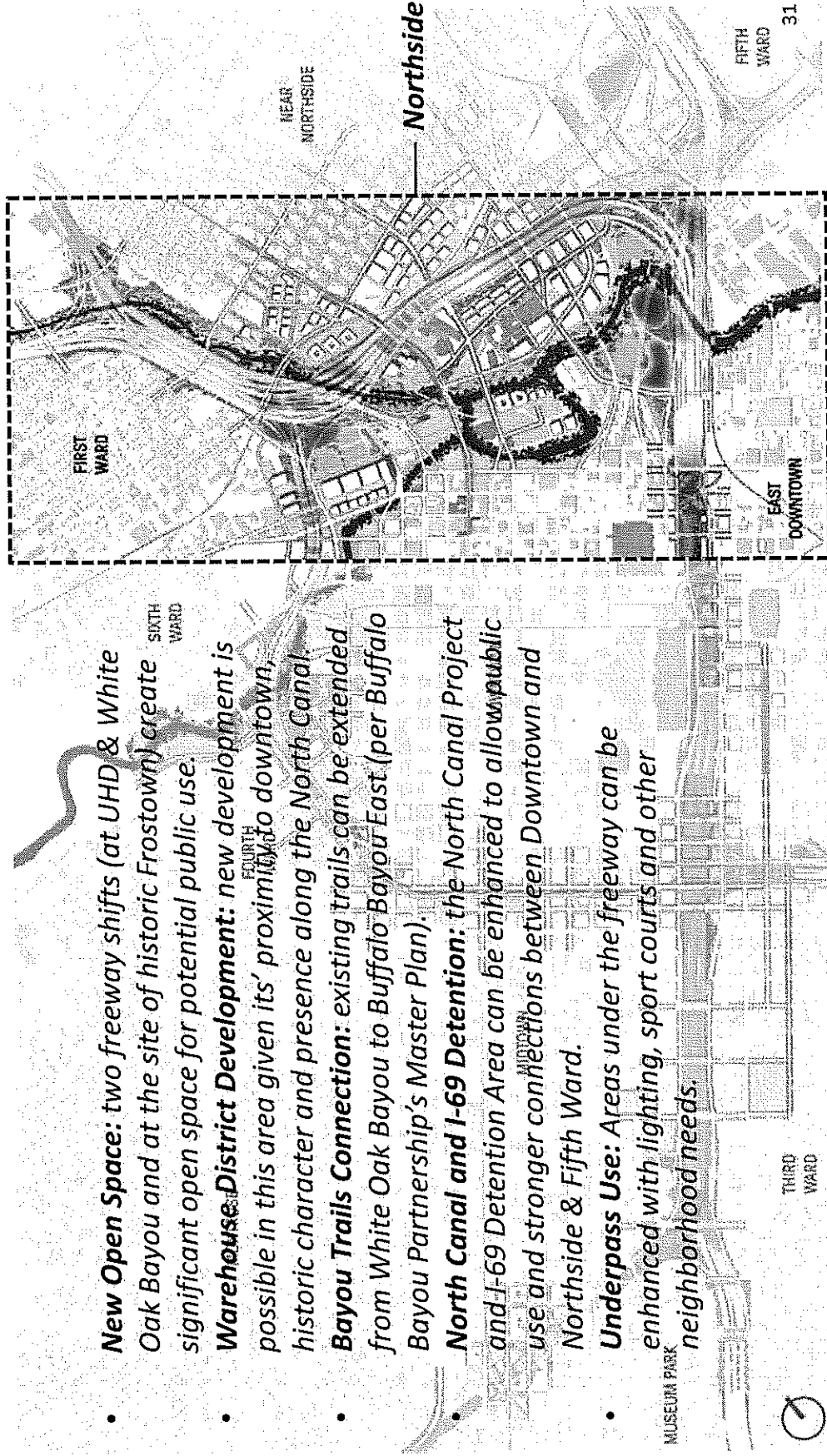
***Base Condition Cost***



***Base Condition = \$77,158,507  
\$82 / sf***

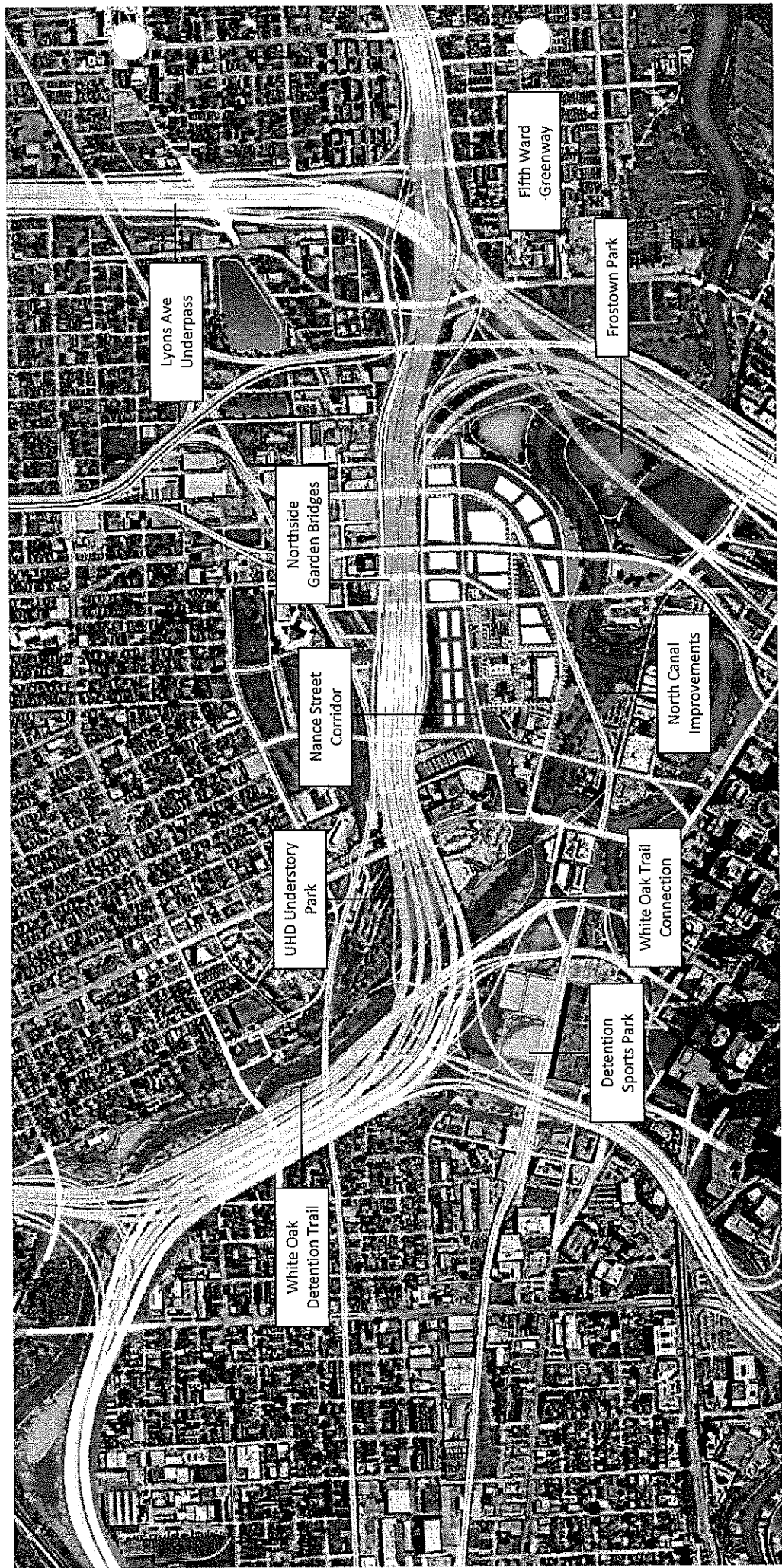


# NHHIP Segment 3 - Civic Opportunities Northside



- **New Open Space:** two freeway shifts (at UHD & White Oak Bayou and at the site of historic Frostown) create significant open space for potential public use.
- **Warehouse District Development:** new development is possible in this area given its proximity to downtown, historic character and presence along the North Canal.
- **Bayou Trails Connection:** existing trails can be extended from White Oak Bayou to Buffalo Bayou East (per Buffalo Bayou Partnership's Master Plan).
- **North Canal and I-69 Detention:** the North Canal Project and I-69 Detention Area can be enhanced to allow public use and stronger connections between Downtown and Northside & Fifth Ward.
- **Underpass Use:** Areas under the freeway can be enhanced with lighting, sport courts and other neighborhood needs.

# *NHHIP Segment 3 – Civic Opportunities Northside*



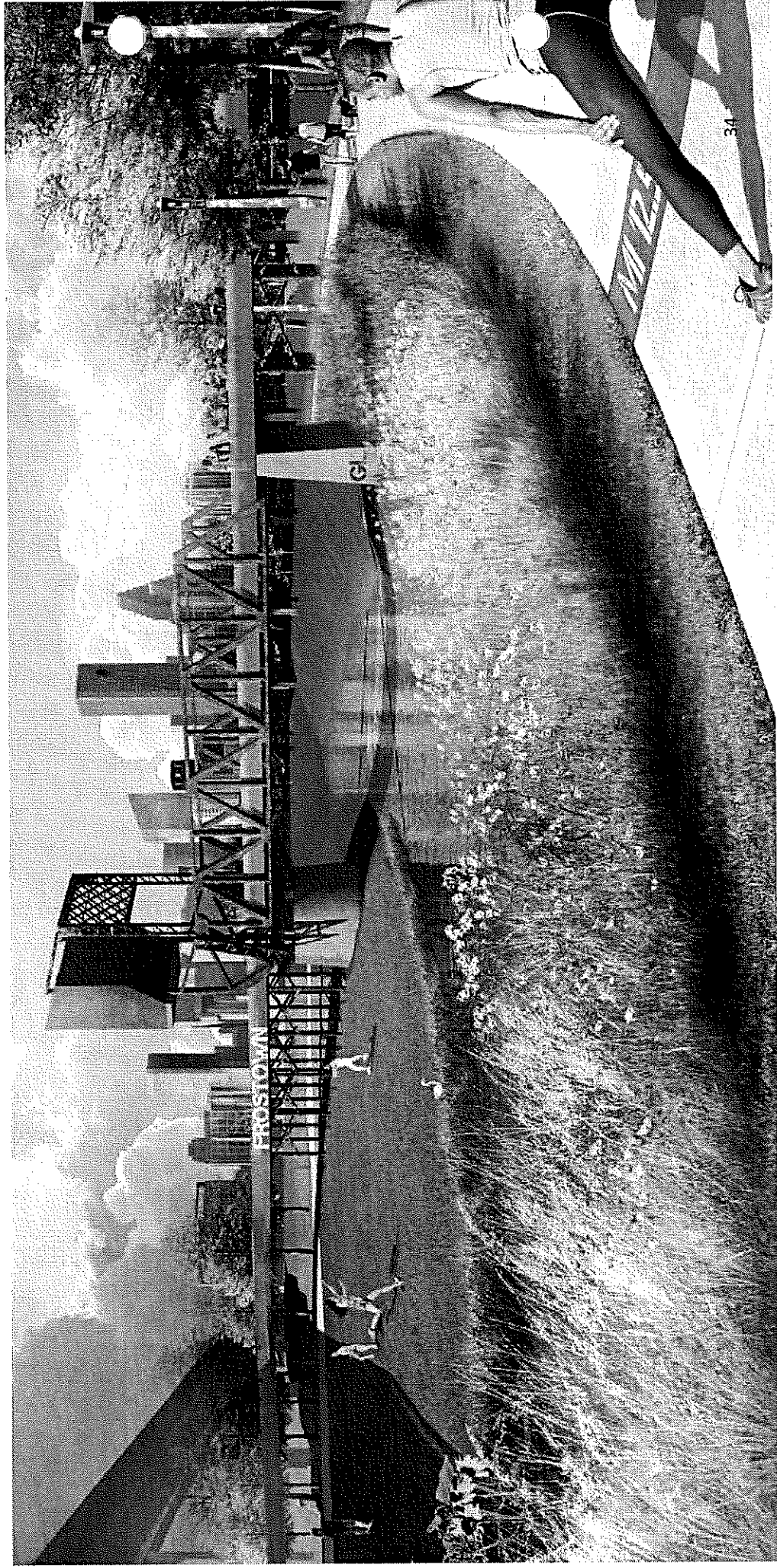
# *NHHIP Segment 3 – Civic Opportunities Northside – White Oak at UHD*



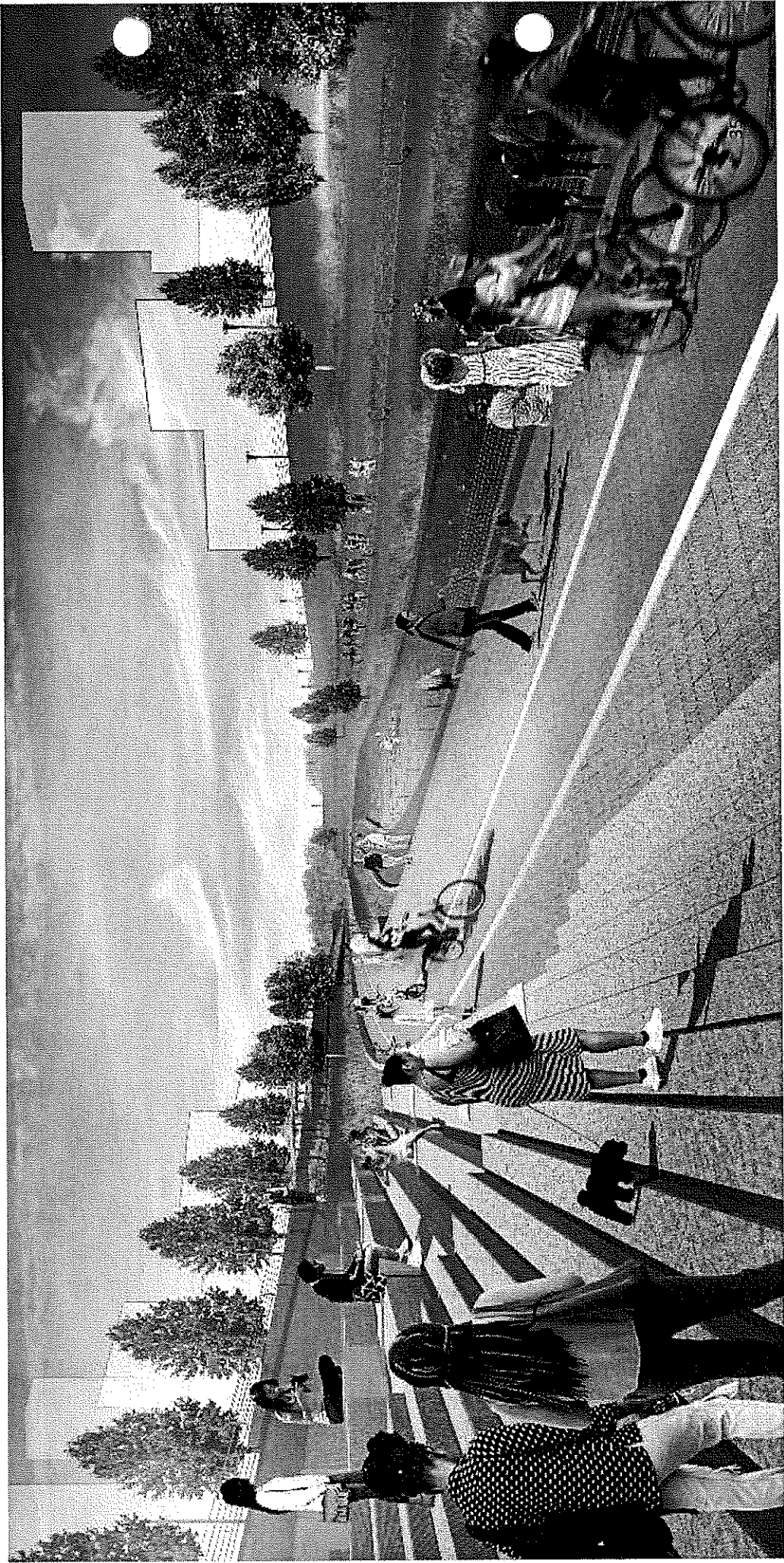


# *NHHIP Segment 3 – Civic Opportunities*

## *Northside - Frostown*

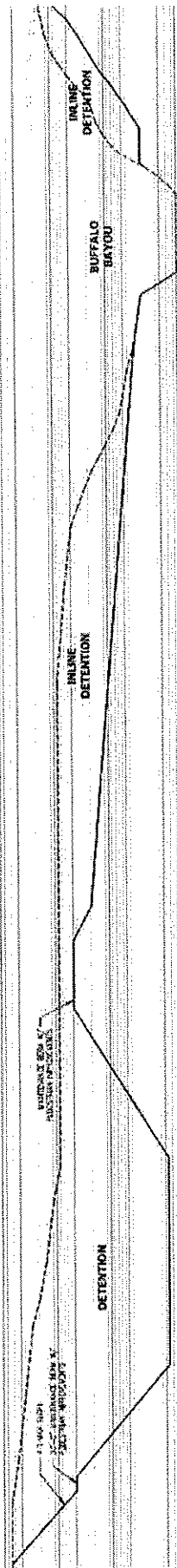
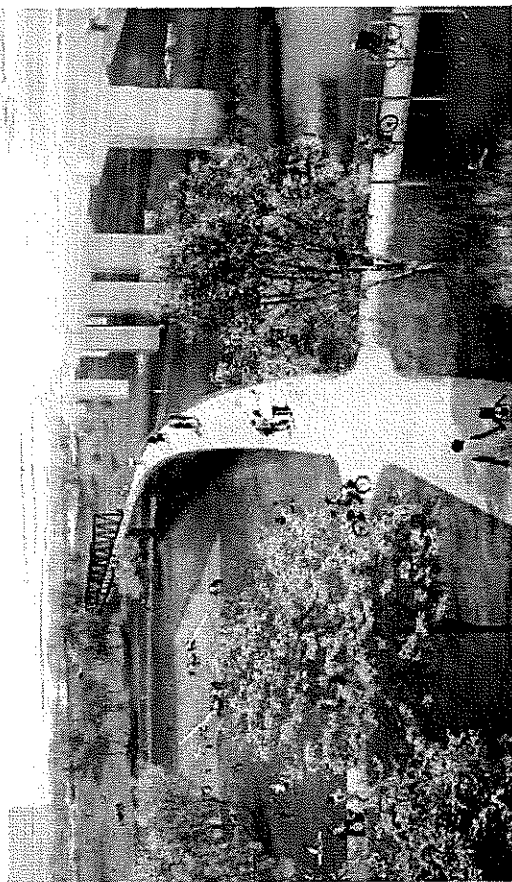
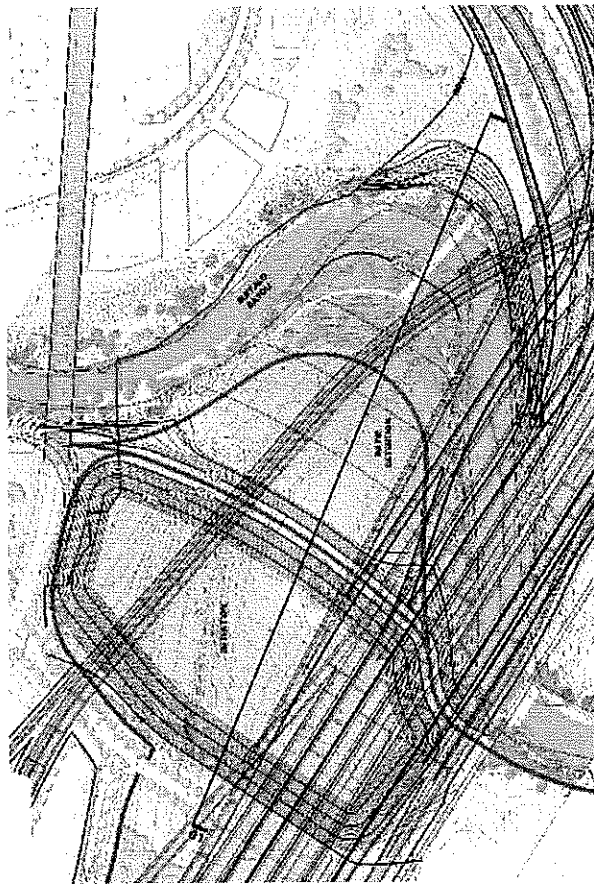


## ***NHHIP Segment 3 – Civic Opportunities Northside – North Canal***

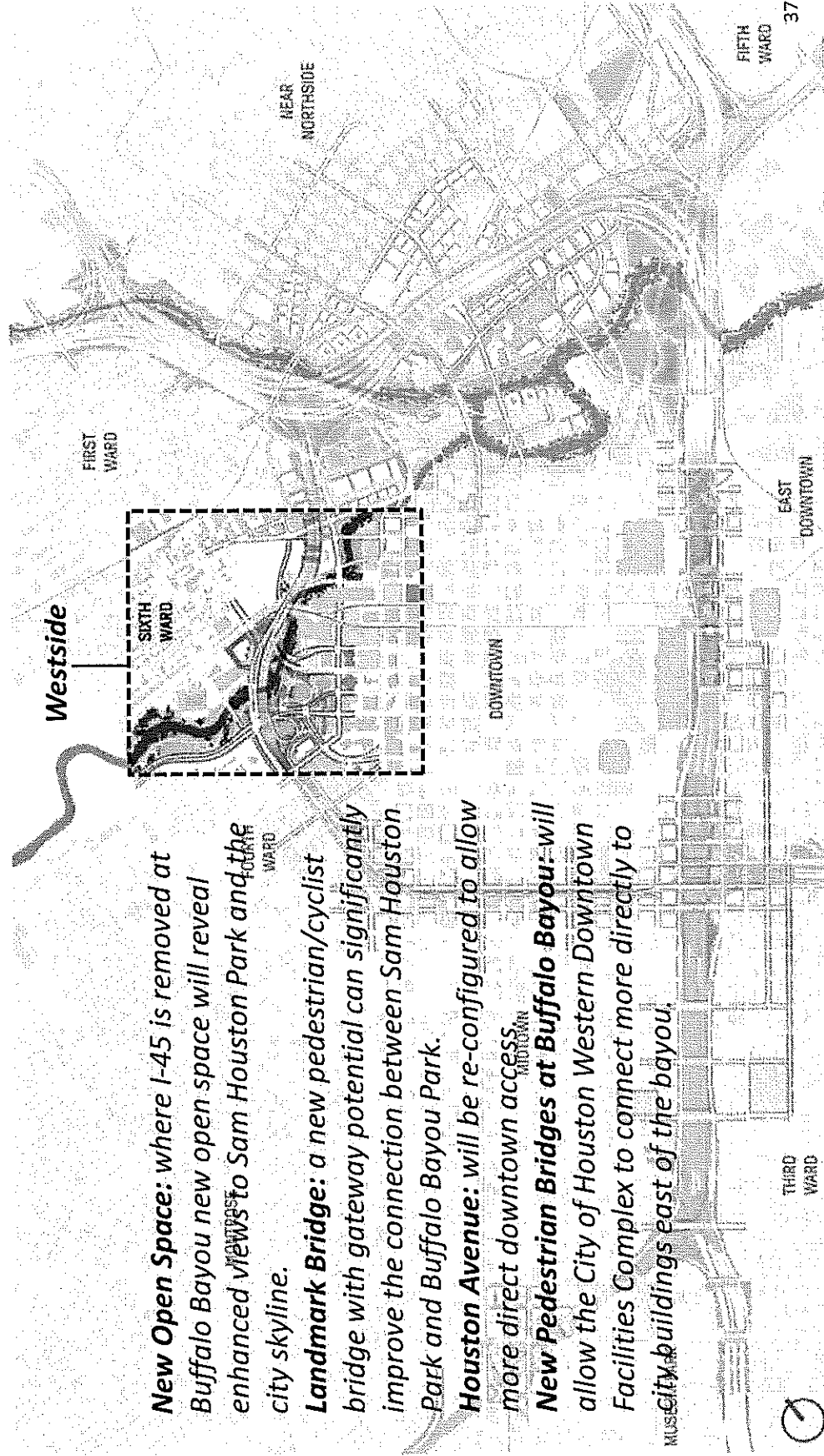




# NHHIP Segment 3 – Civic Opportunities Northside – South Detention

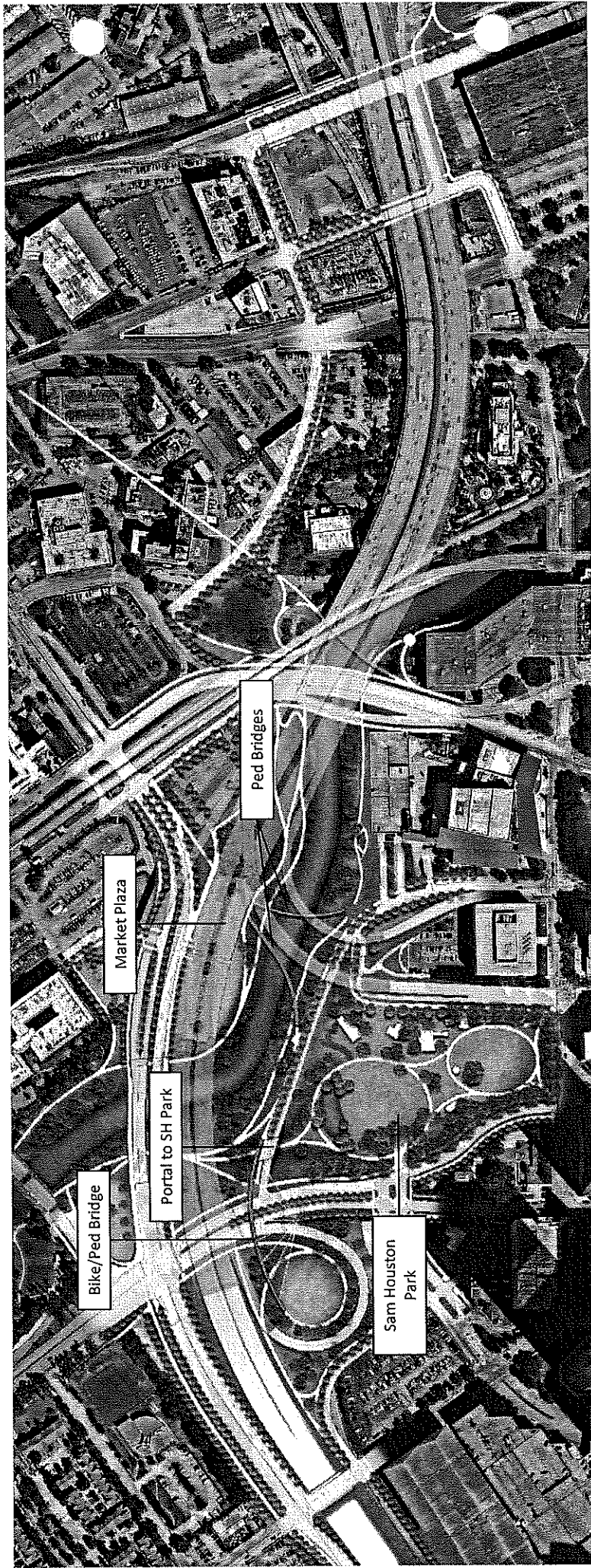


# NHHIP Segment 3 - Civic Opportunities Westside

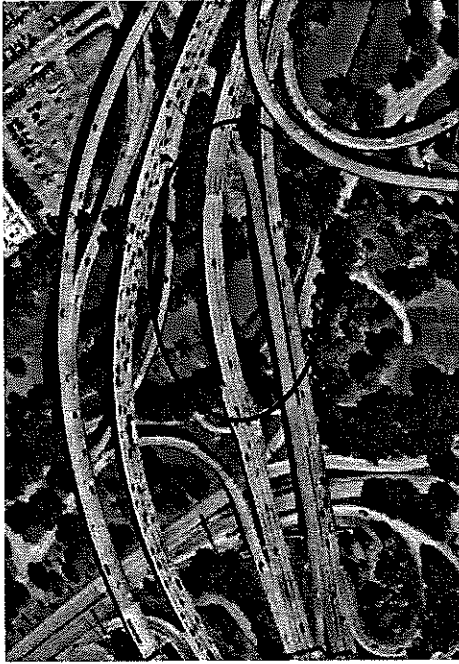


- **New Open Space:** where I-45 is removed at Buffalo Bayou new open space will reveal enhanced views to Sam Houston Park and the city skyline.
- **Landmark Bridge:** a new pedestrian/cyclist bridge with gateway potential can significantly improve the connection between Sam Houston Park and Buffalo Bayou Park.
- **Houston Avenue:** will be re-configured to allow more direct downtown access.
- **New Pedestrian Bridges at Buffalo Bayou:** will allow the City of Houston Western Downtown Facilities Complex to connect more directly to city buildings east of the bayou.

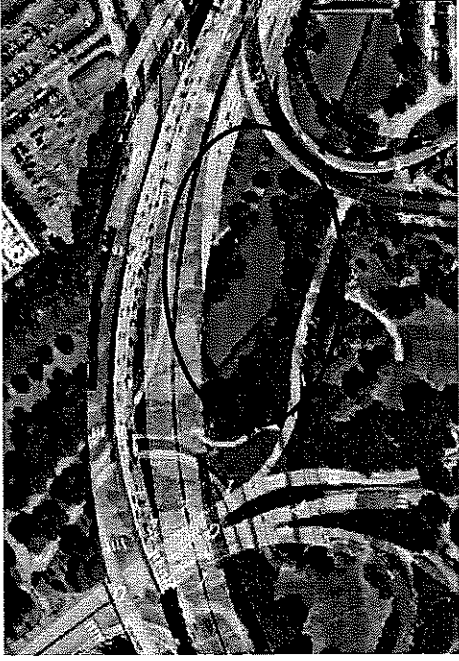
# *NHHIP – Civic Opportunities Westside Open Space*



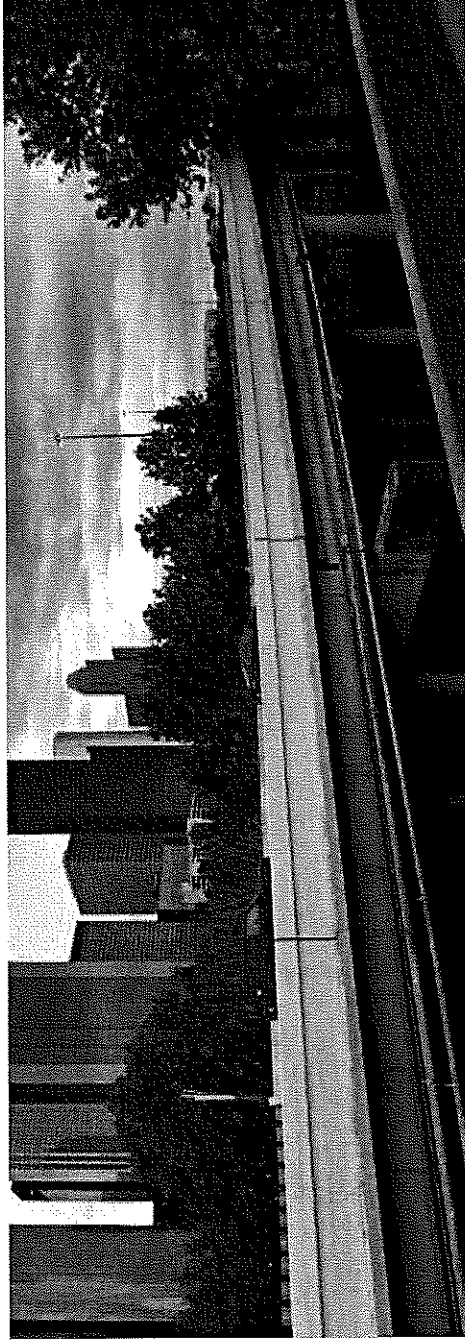
## ***NHHIP – Civic Opportunities Westside Open Space***



***Buffalo Bayou - Before***



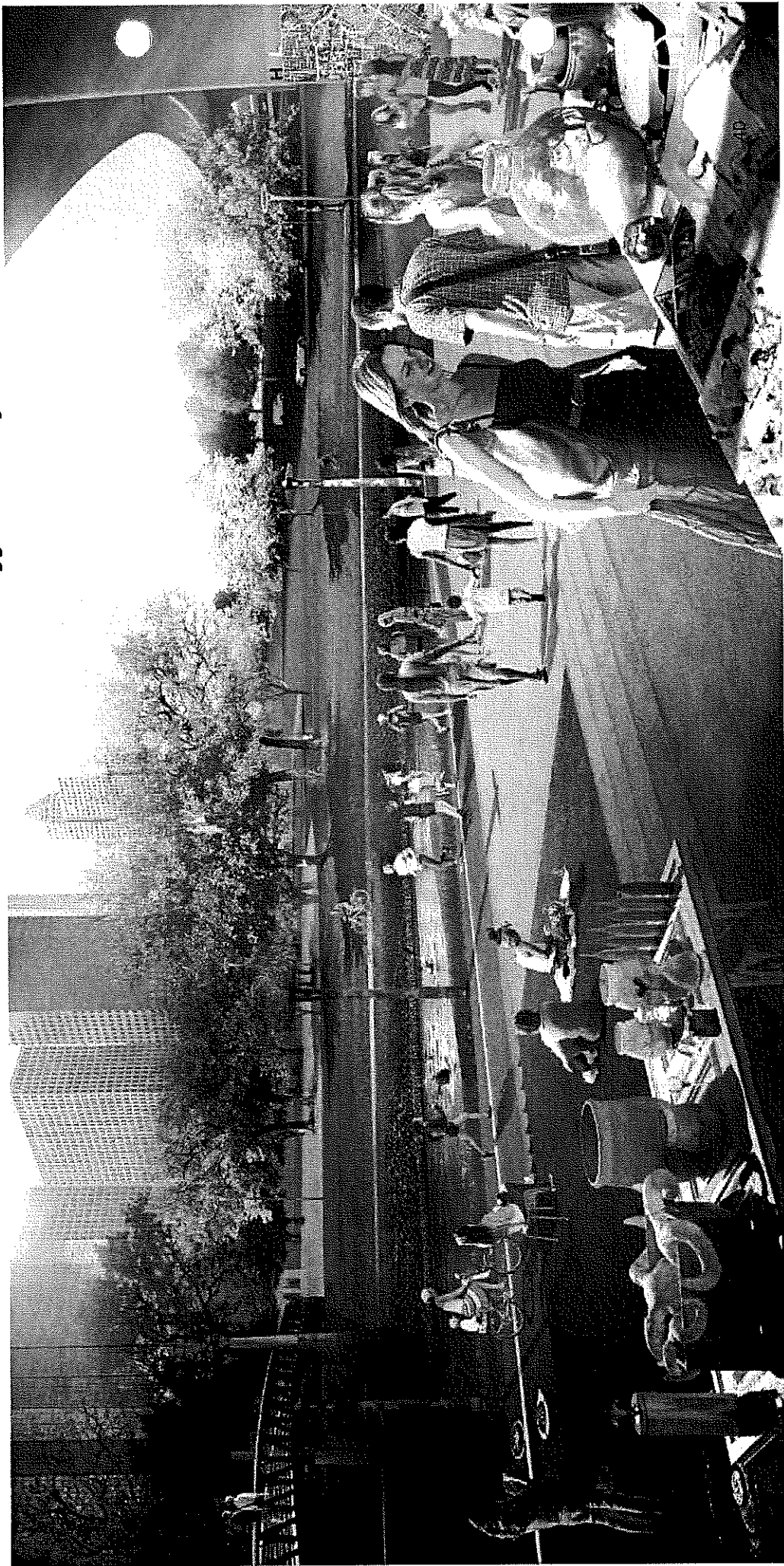
***Buffalo Bayou - After***



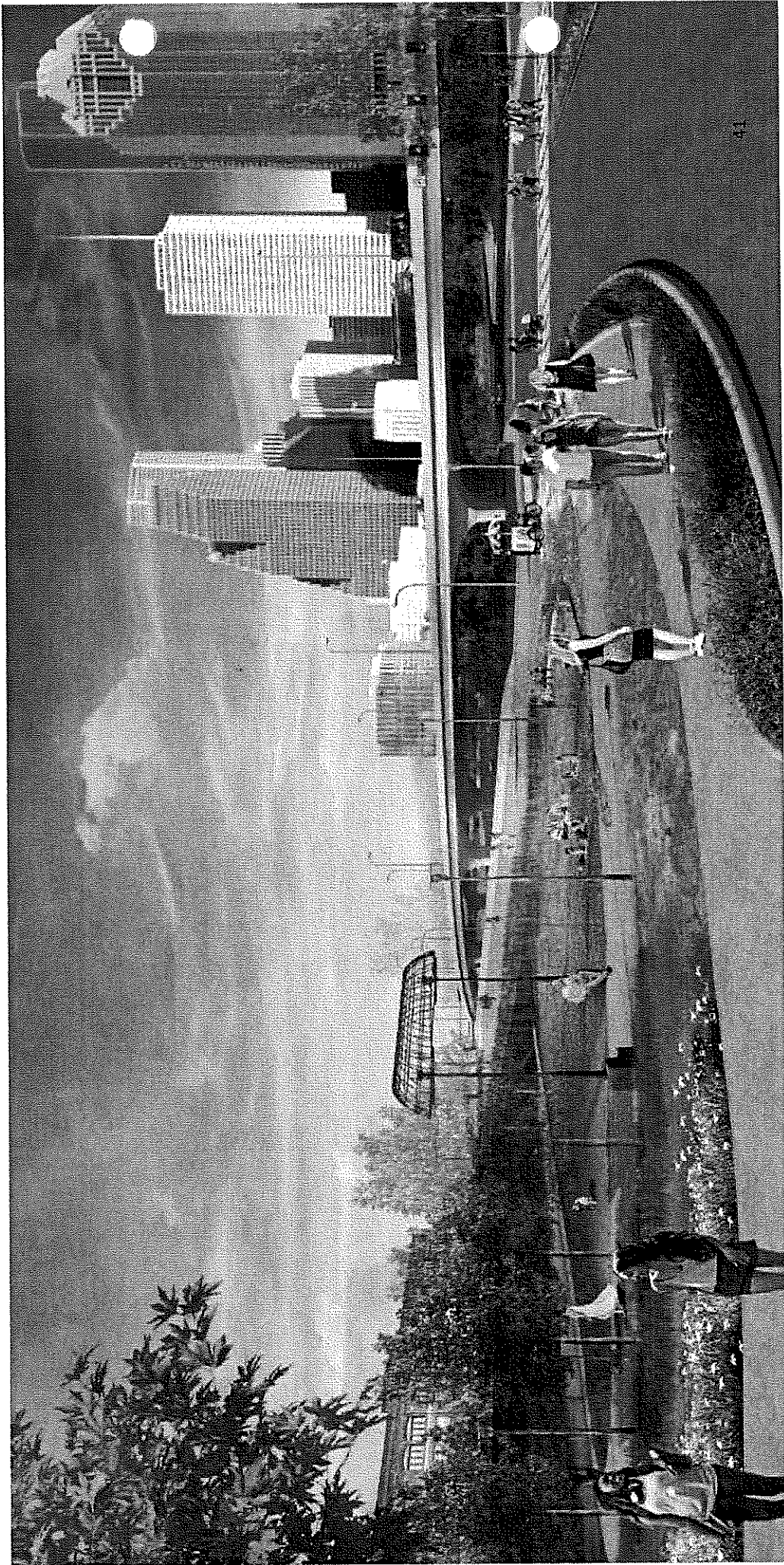
***I-45 Over Buffalo Bayou – Before***



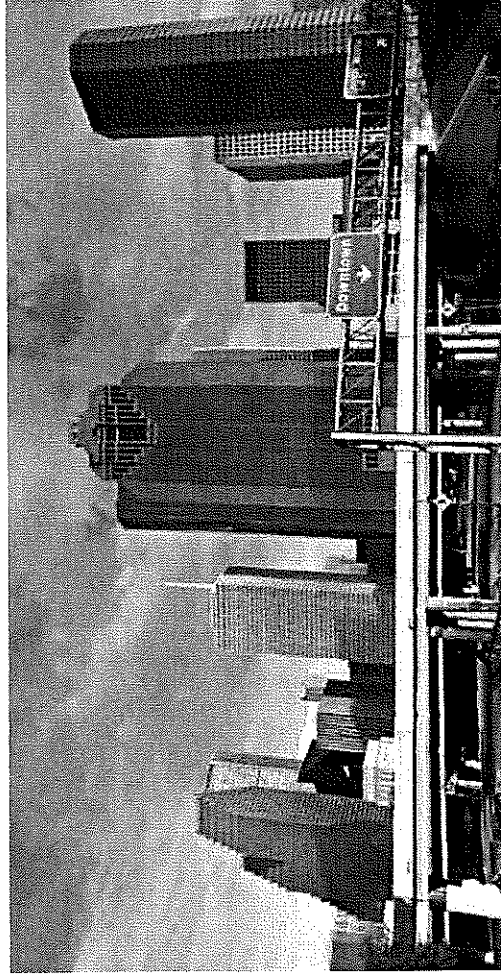
***NHHIP – Civic Opportunities  
Buffalo Bayou Market Plaza***



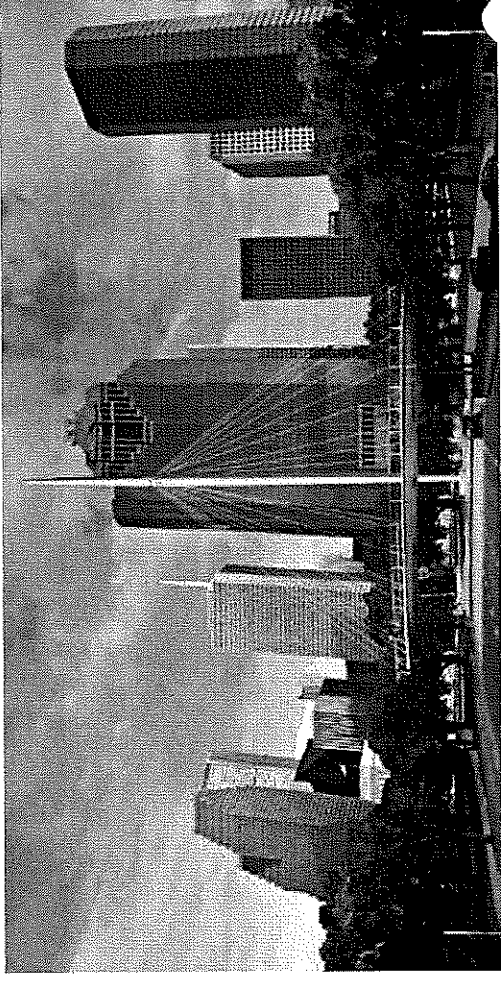
# ***NHHIP – Civic Opportunities Sabine Street Promenade & Houston Ave Bridge***



# ***NHHIP – Civic Opportunities Westside Downtown Gateway***



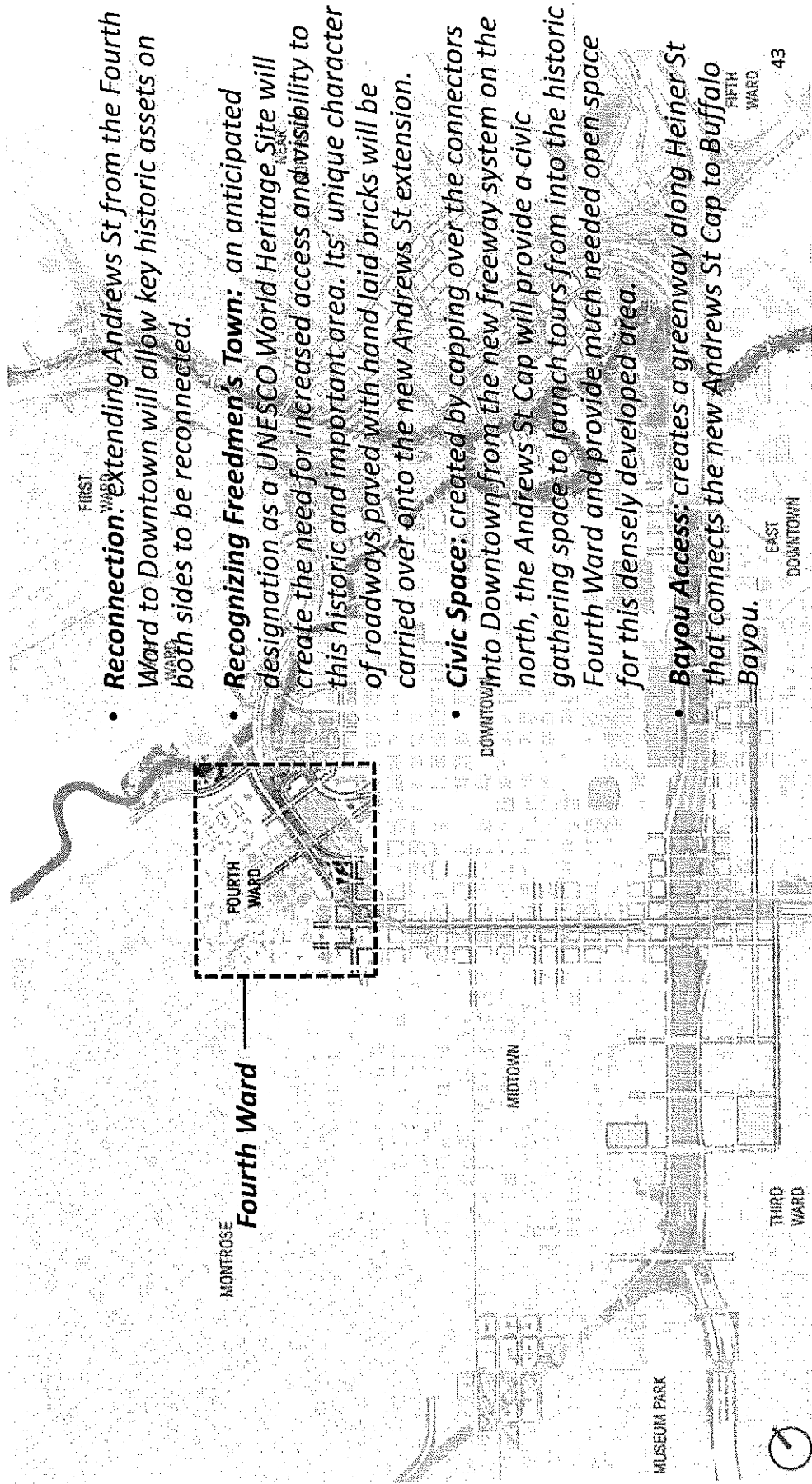
*Allen Parkway to Downtown - Before*



*Allen Parkway to Downtown - After  
(Bike / Ped Bridge Linking Heritage Plaza, Sam Houston Park and Buffalo Bayou)*



# NHHIP Segment 3 - Civic Opportunities Fourth Ward

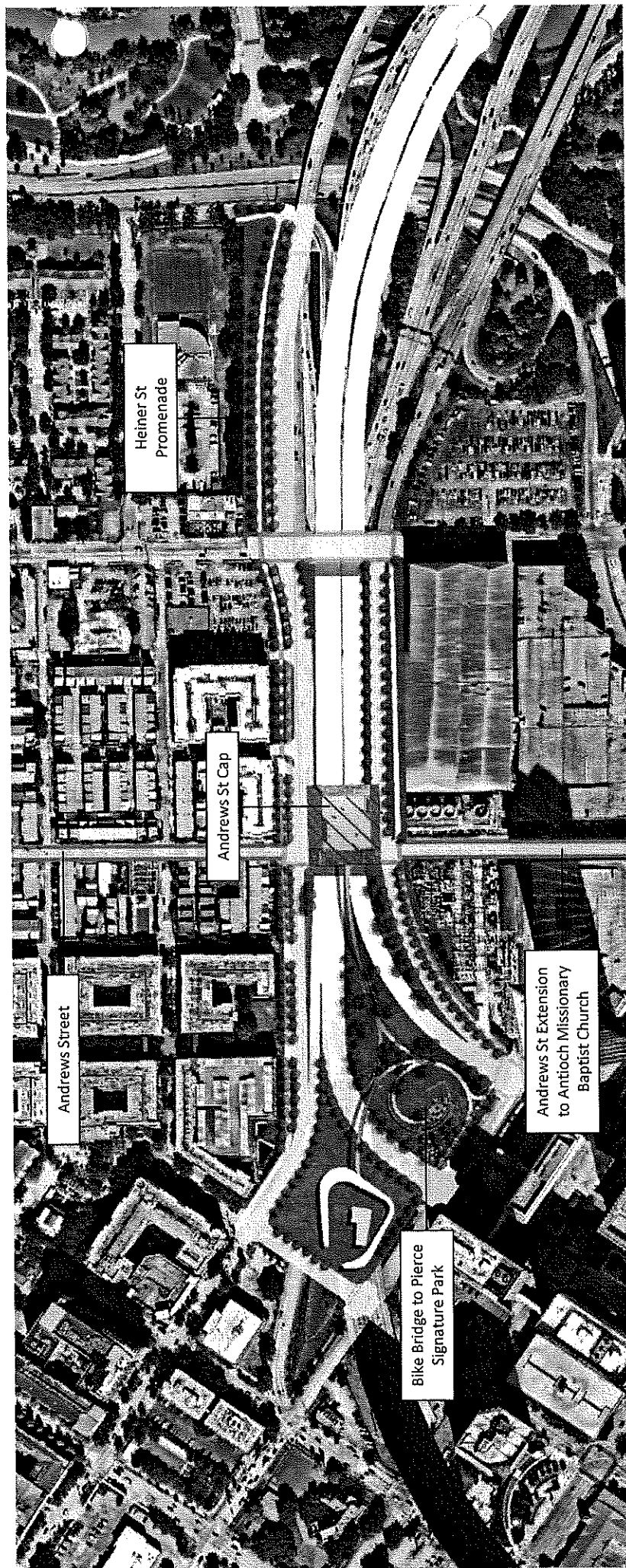


- **Reconnection:** <sup>FIRST WARD</sup>extending Andrews St from the Fourth Ward to Downtown will allow key historic assets on <sup>WARD</sup>both sides to be reconnected.
- **Recognizing Freedmen's Town:** an anticipated designation as a UNESCO World Heritage Site will <sup>NEAR</sup>create the need for increased access and visibility to this historic and important area. Its' unique character of roadways paved with hand laid bricks will be carried over onto the new Andrews St extension.
- **Civic Space:** created by capping over the connectors <sup>DOWNTOWN</sup>into Downtown from the new freeway system on the north, the Andrews St Cap will provide a civic gathering space to launch tours from into the historic Fourth Ward and provide much needed open space for this densely developed area.
- **Bayou Access:** creates a greenway along Heiner St that connects the new Andrews St Cap to Buffalo Bayou. <sup>FIFTH WARD</sup>



# *NHHIP Segment 3 - Civic Opportunities*

## *Fourth Ward*

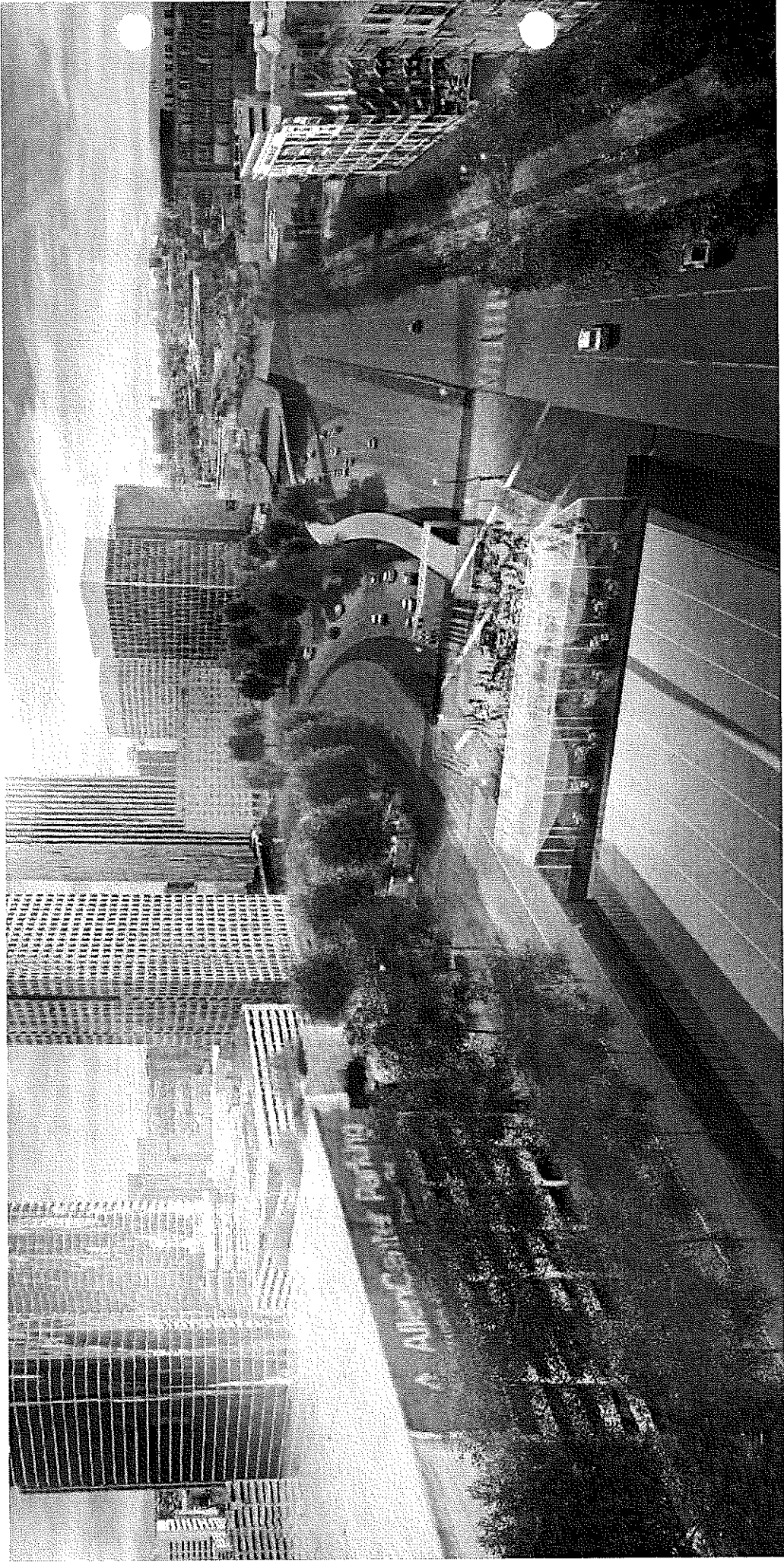


# ***NHHIP Segment 3 - Civic Opportunities Fourth Ward***

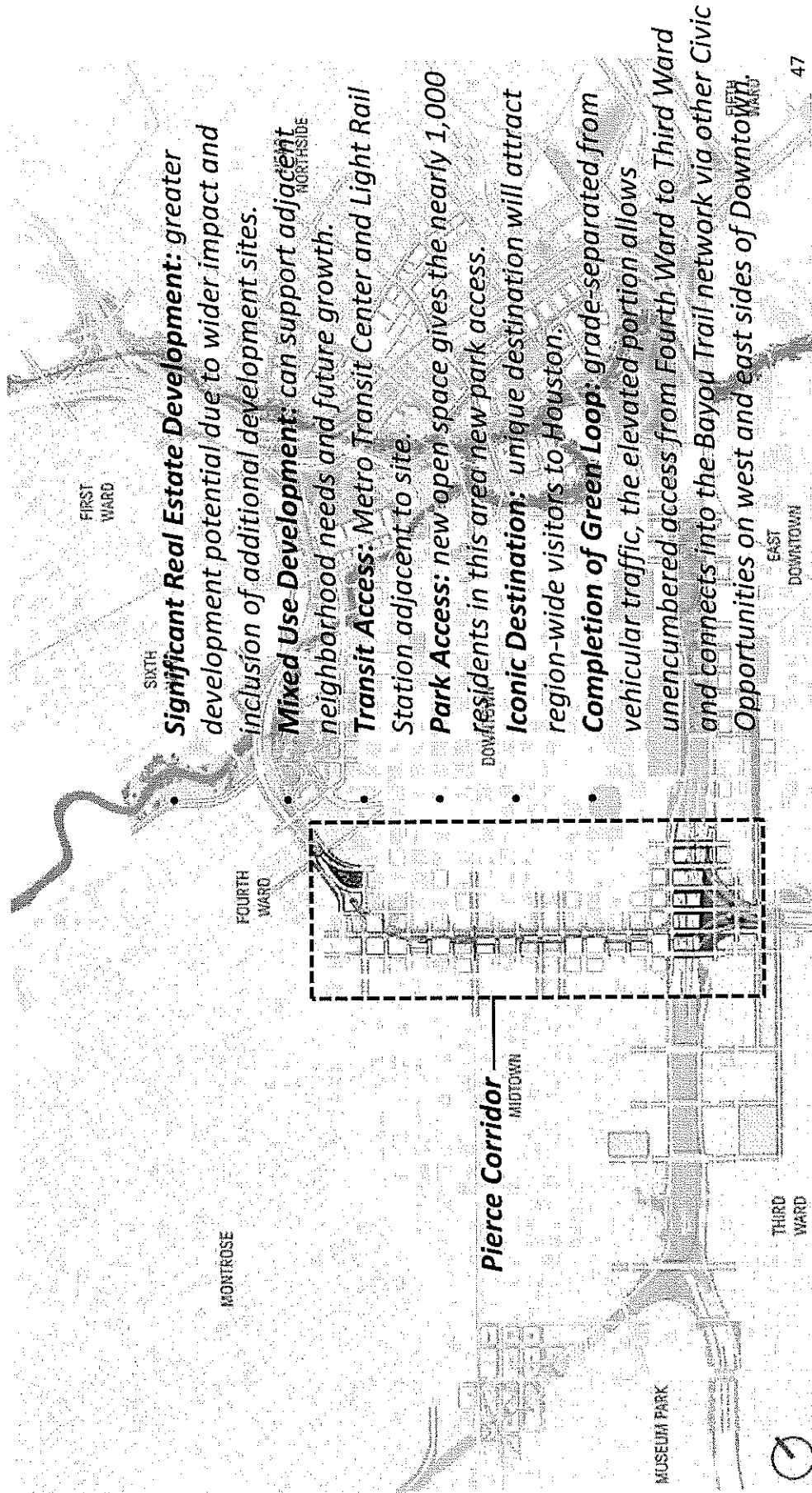




# ***NHHIP Segment 3 - Civic Opportunities Fourth Ward***

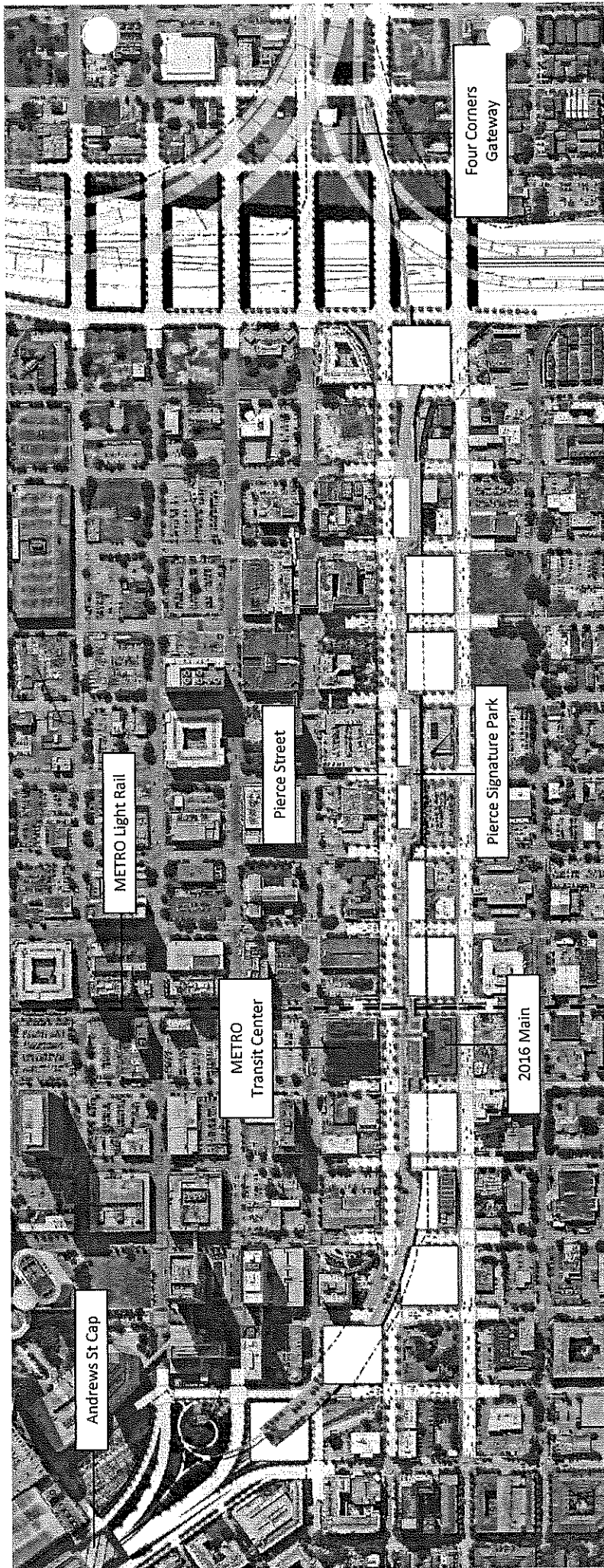


# NHHIP Segment 3 - Civic Opportunities Pierce Corridor



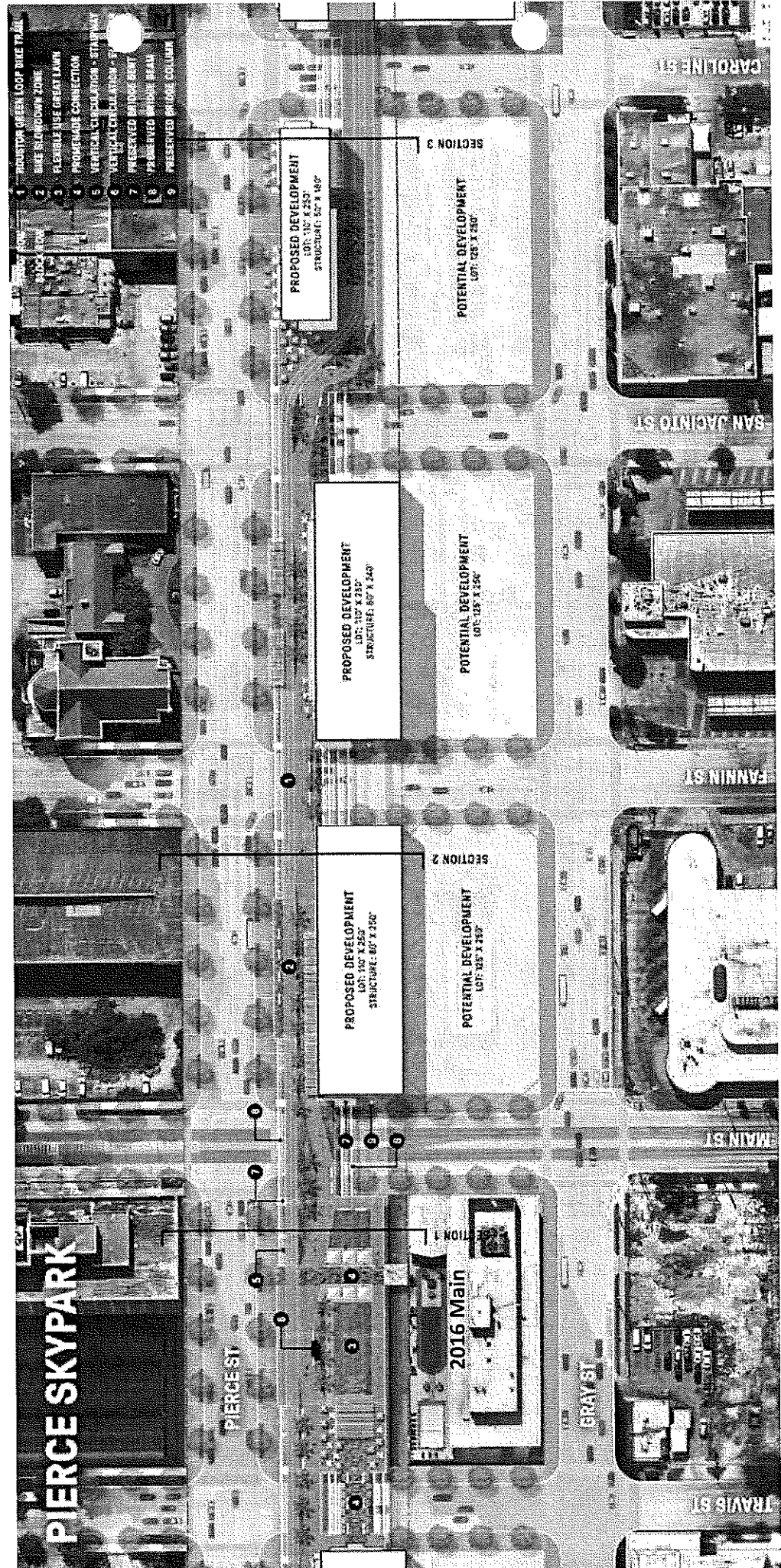
# *NHHIP Segment 3 – Civic Opportunities*

## *Pierce Corridor*

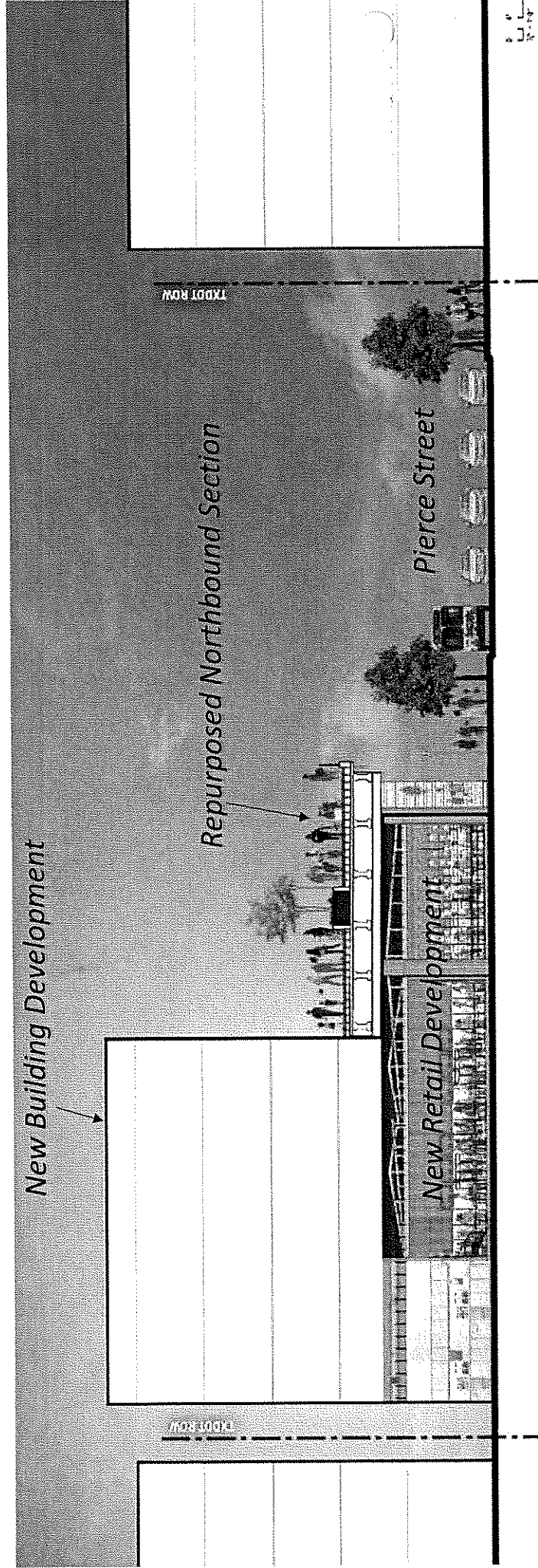




# NHHIP Segment 3 – Civic Opportunities Pierce Signature Park

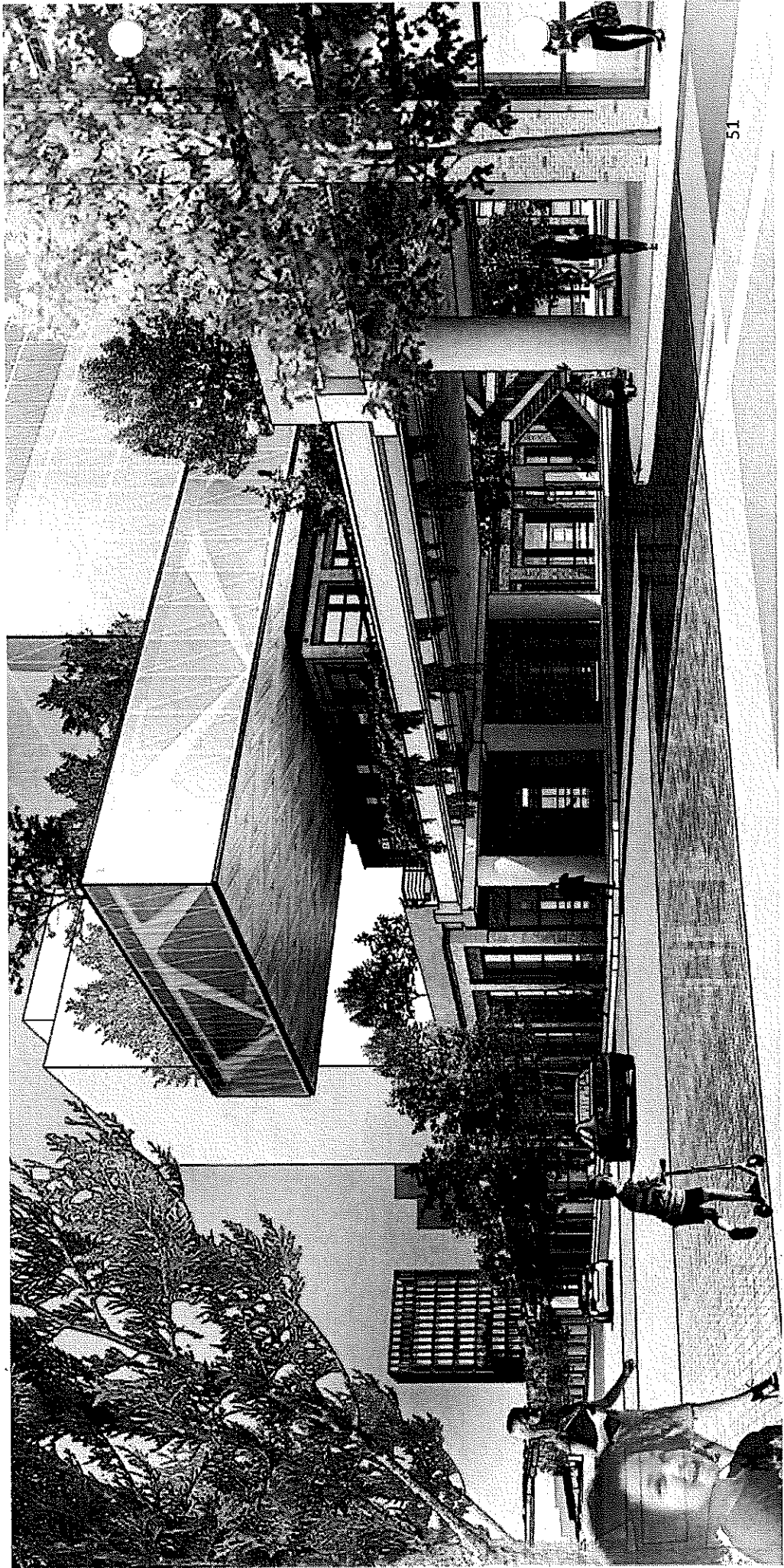


# ***NHHIP Segment 3 – Civic Opportunities Pierce Signature Park***



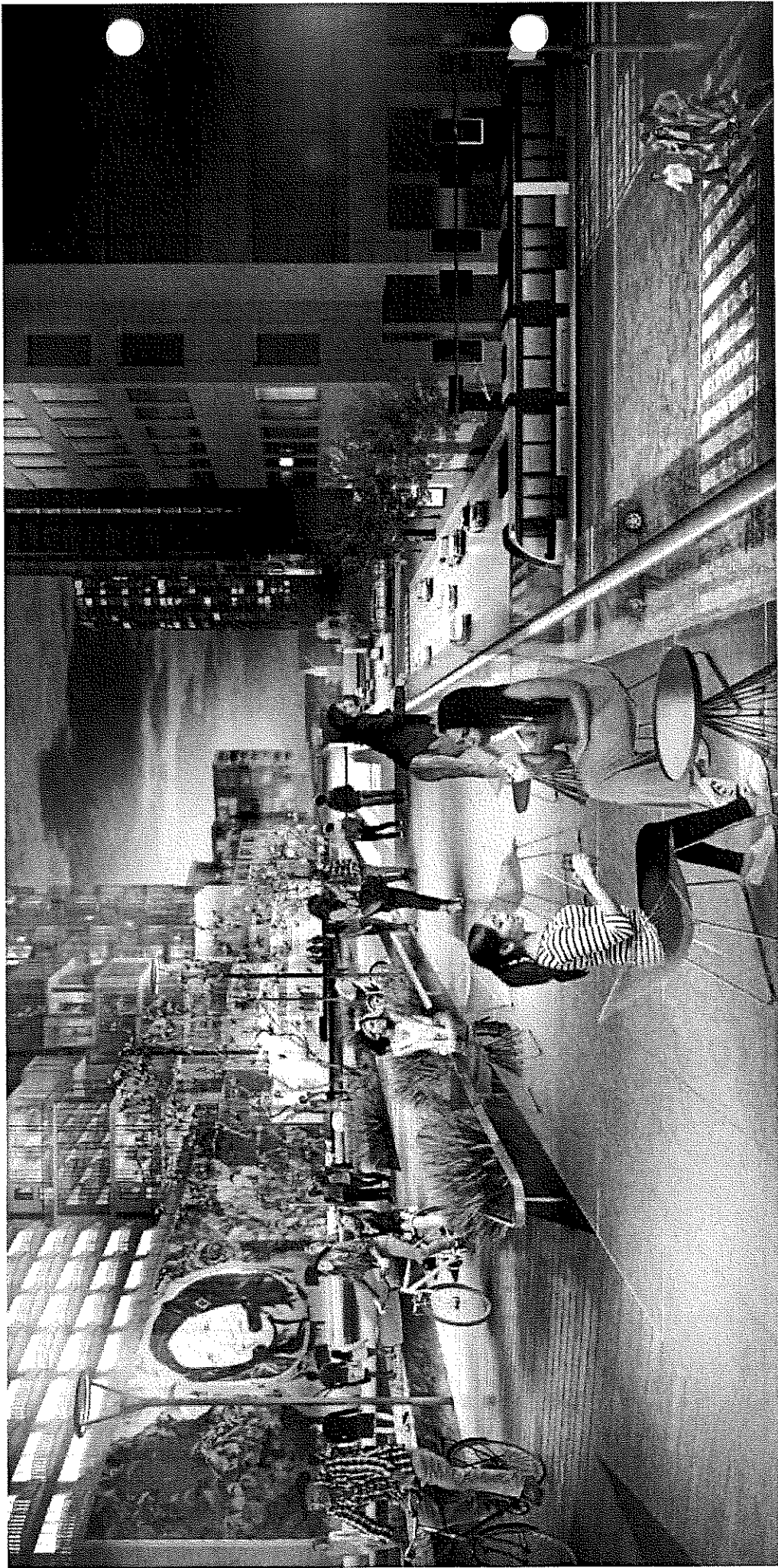
***Section at Elevated Park***

# *NHHIP – Civic Opportunities Pierce Signature Park*

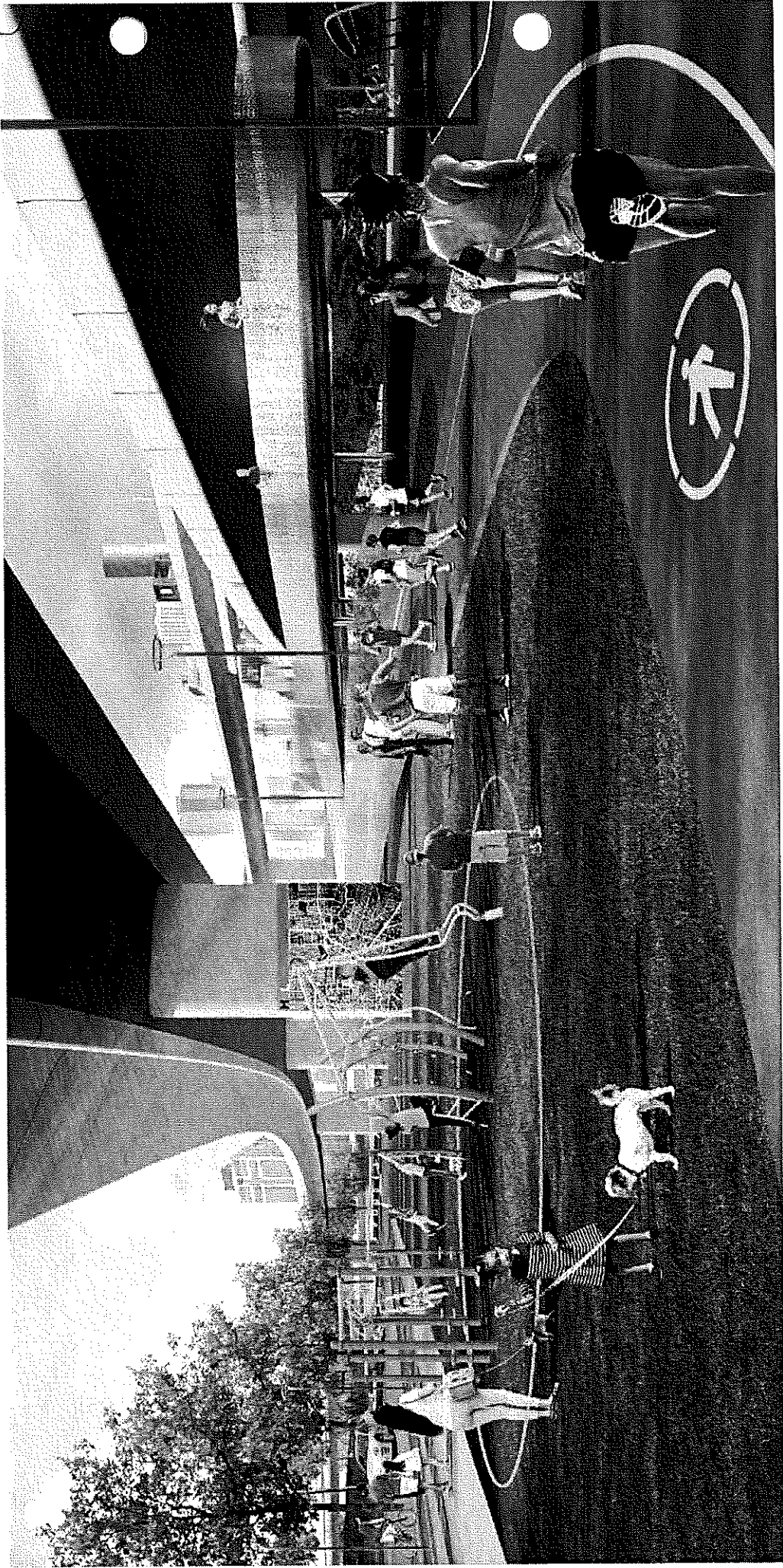




***NHHIP – Civic Opportunities  
Pierce Signature Park***

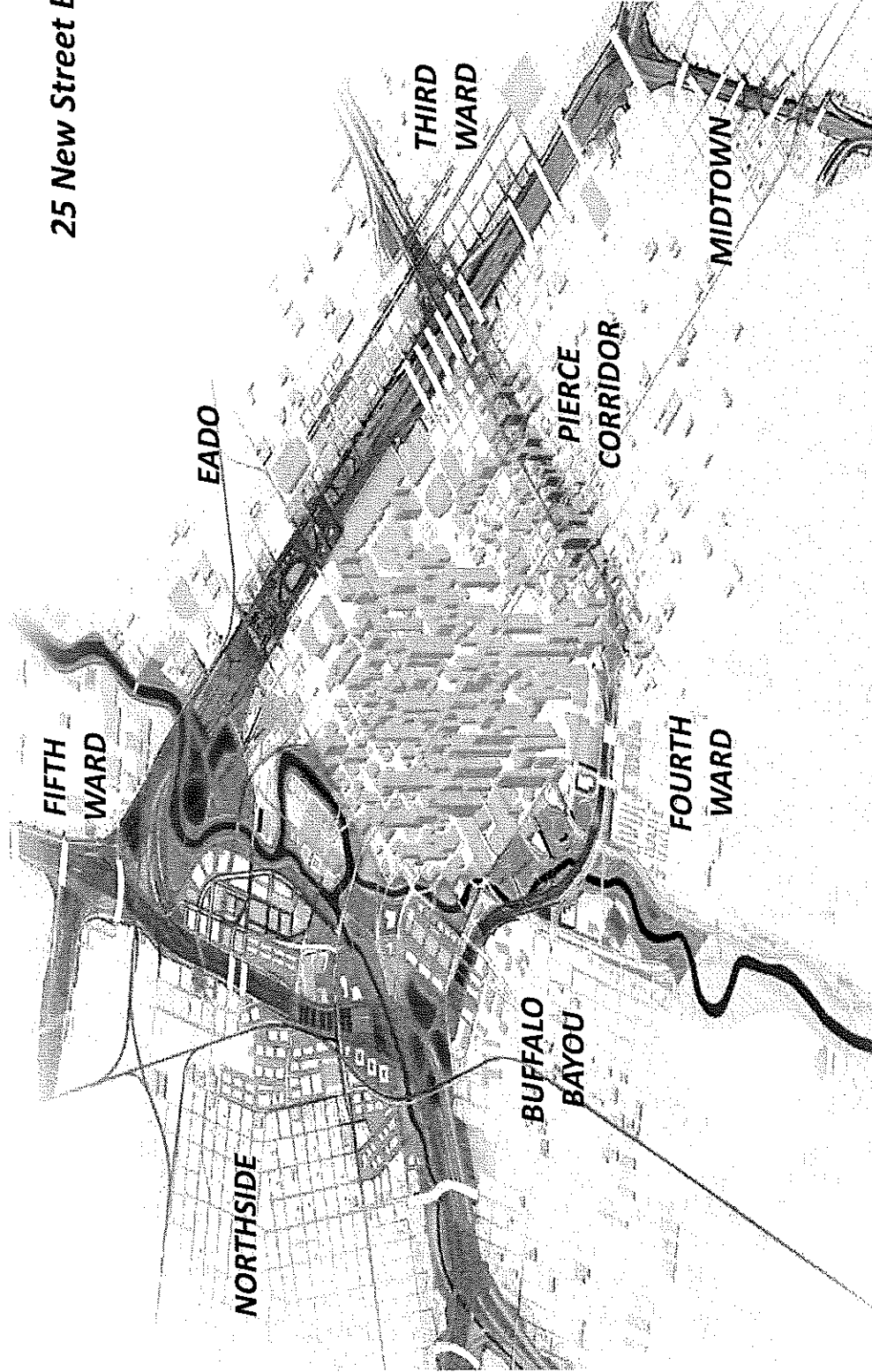


# *NHHIP – Civic Opportunities Four Corners Gateway*



# ***NHHIP Segment 3 – Civic Opportunities Project Wide Opportunity***

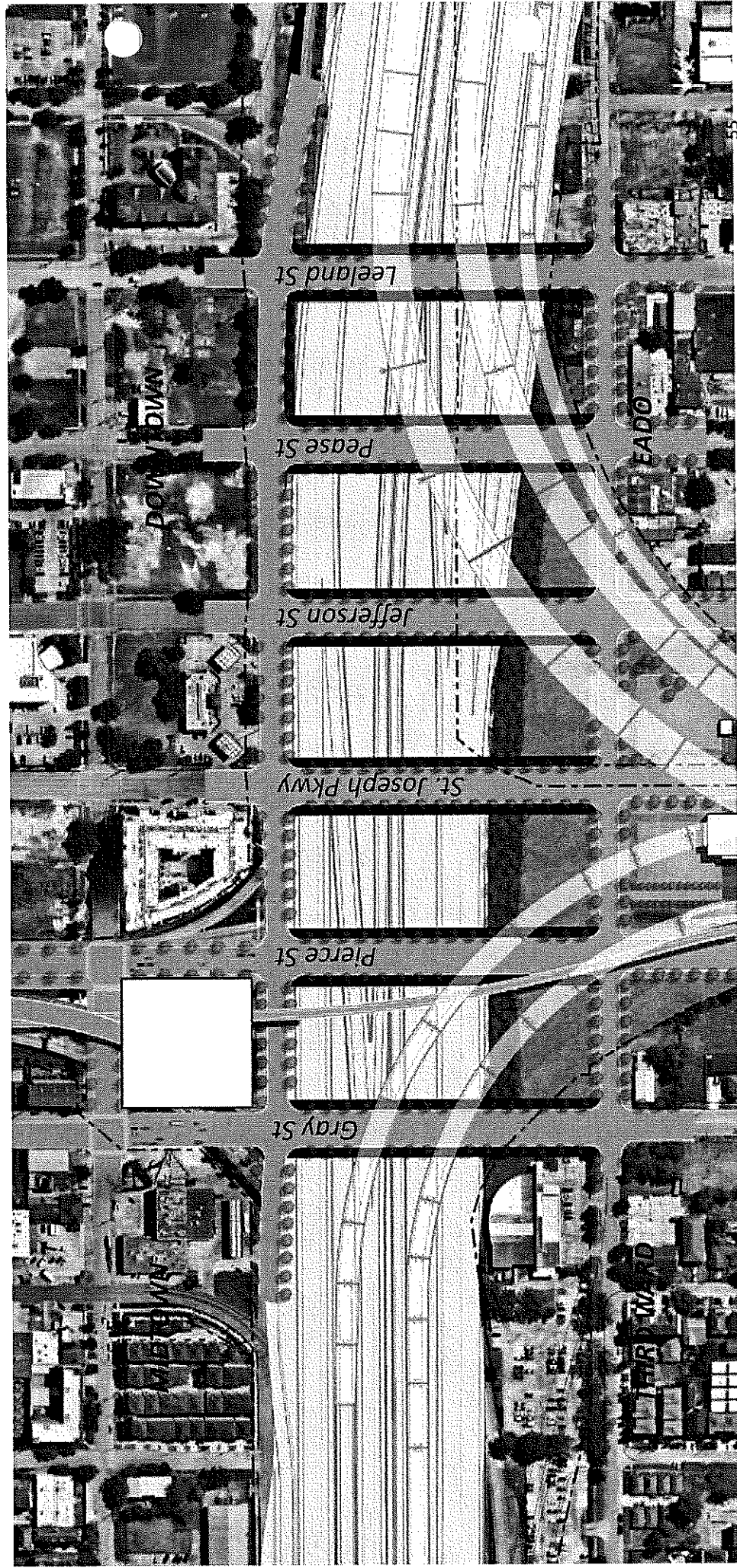
**25 New Street Bridges**



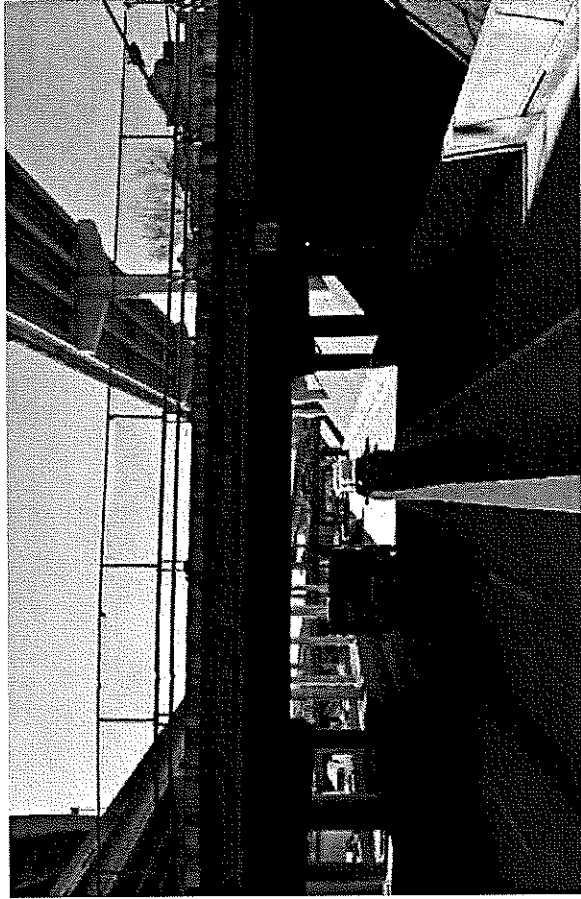


# *NHHIP Segment 3 – Civic Opportunities*

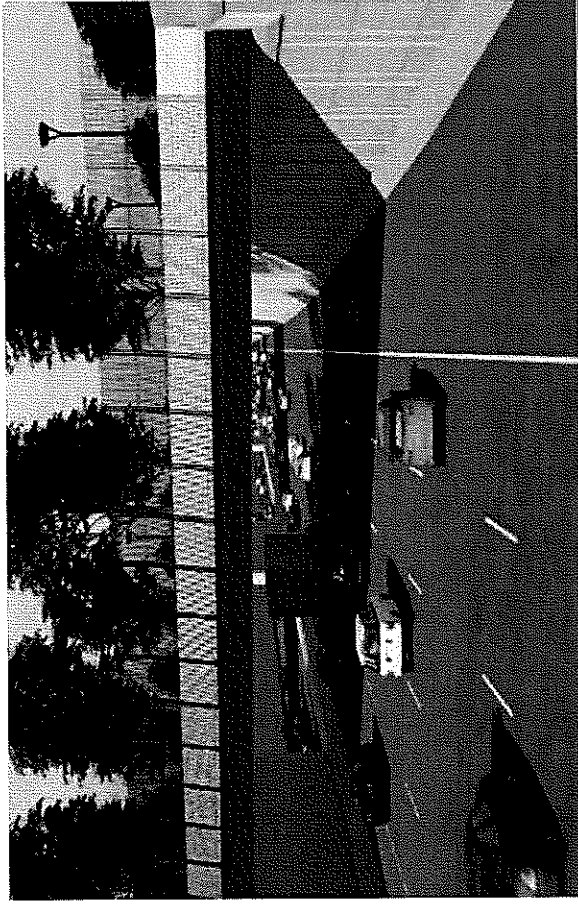
## *High Comfort Bridges*



## ***NHHIP Segment 3 – Civic Opportunities High Comfort Bridges***

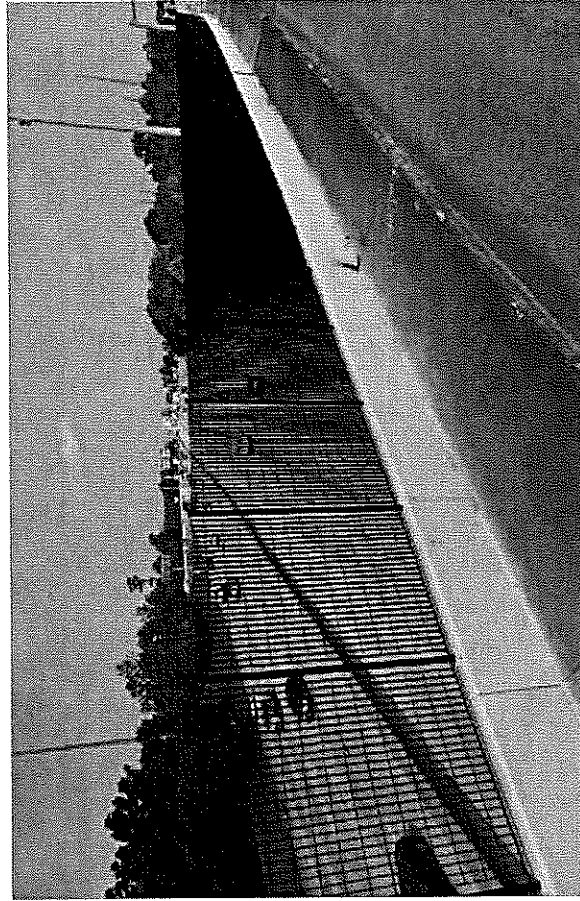


***Typical TxDOT Bridge***

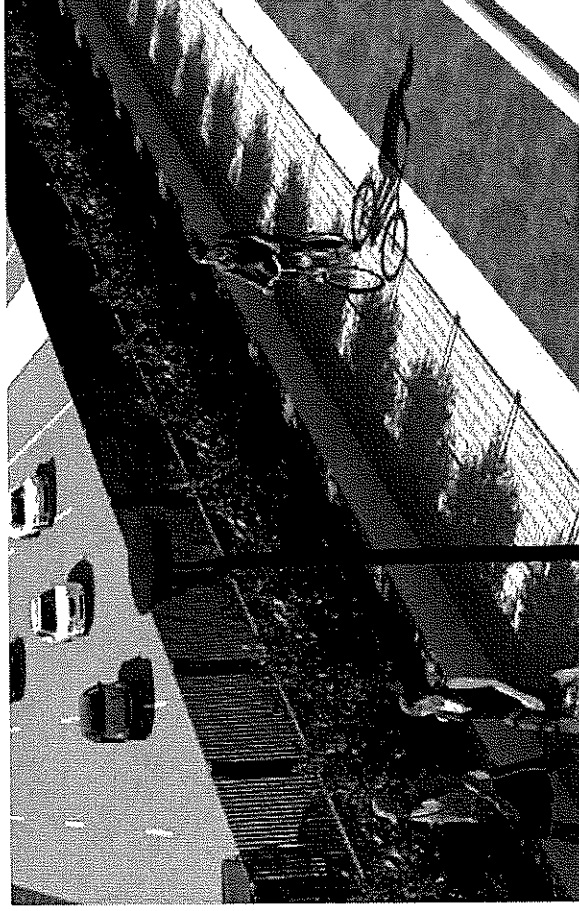


***High Comfort Bridge***

## ***NHHIP Segment 3 – Civic Opportunities High Comfort Bridges***

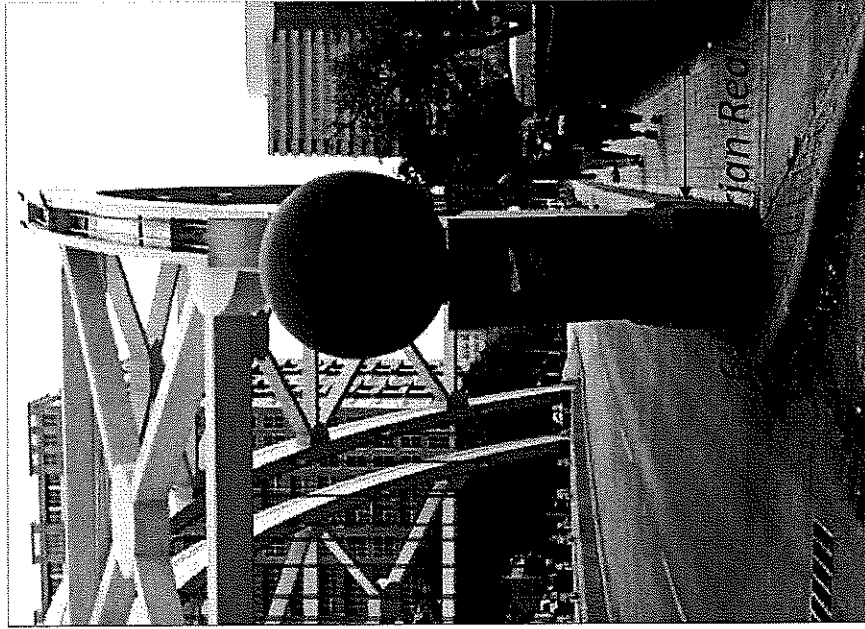


***Typical TxDOT Bridge***

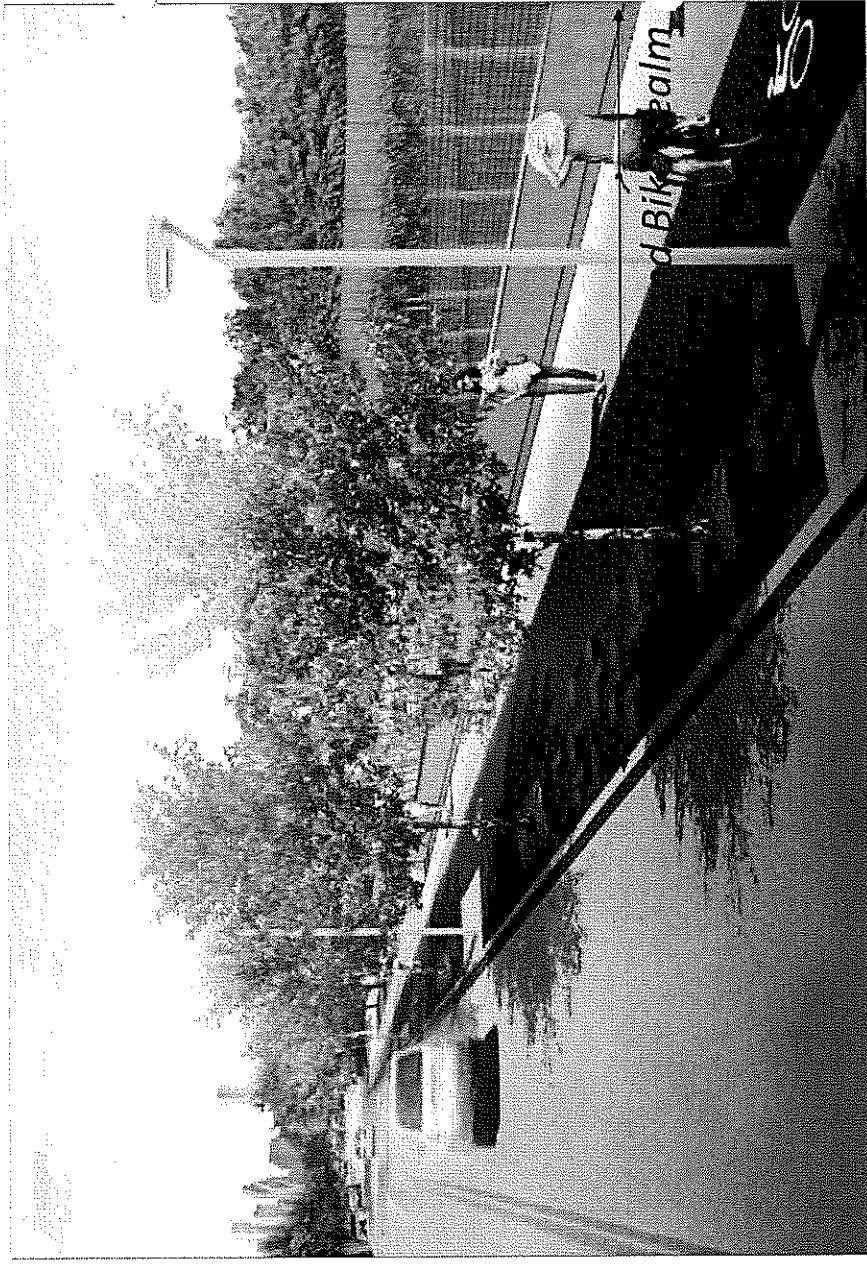


***High Comfort Bridge***

## ***NHHIP Segment 3 – Civic Opportunities High Comfort Bridges***



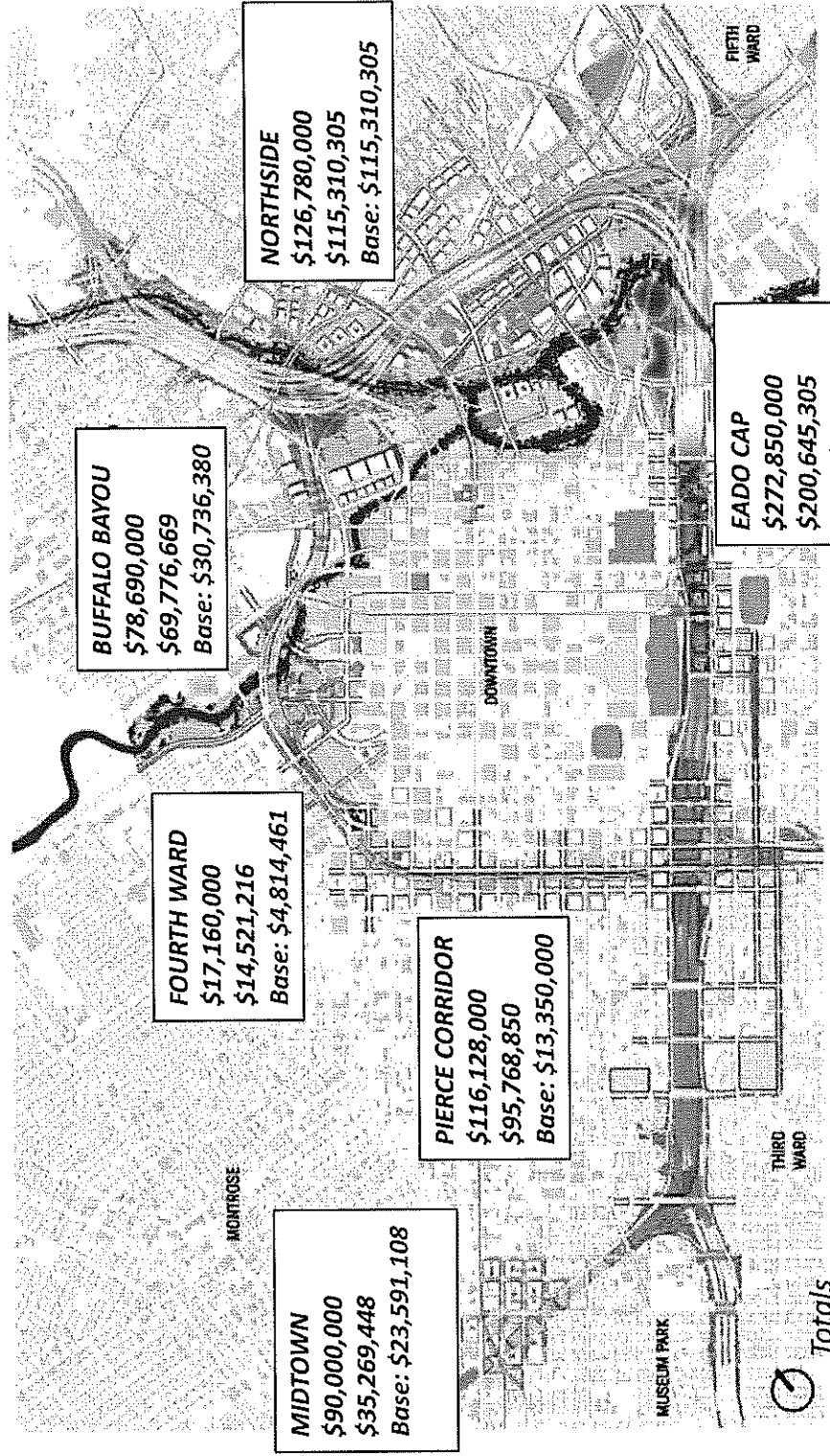
***Montrose Bridge***



***High Comfort Bridge***  
58



# NHHIP Segment 3 – Civic Opportunities Master Plan Costs



Fully Built (Keeps all elements of Vision): **\$701,608,000**

Fully Built / Value Engineered (Keeps most elements of Vision): **\$531,291,794**

Base Condition (Reduces elements to minimally acceptable to maintain Vision): **\$264,952,254**



## ***NHHIP Segment 3 – Civic Opportunities Master Plan Funding***

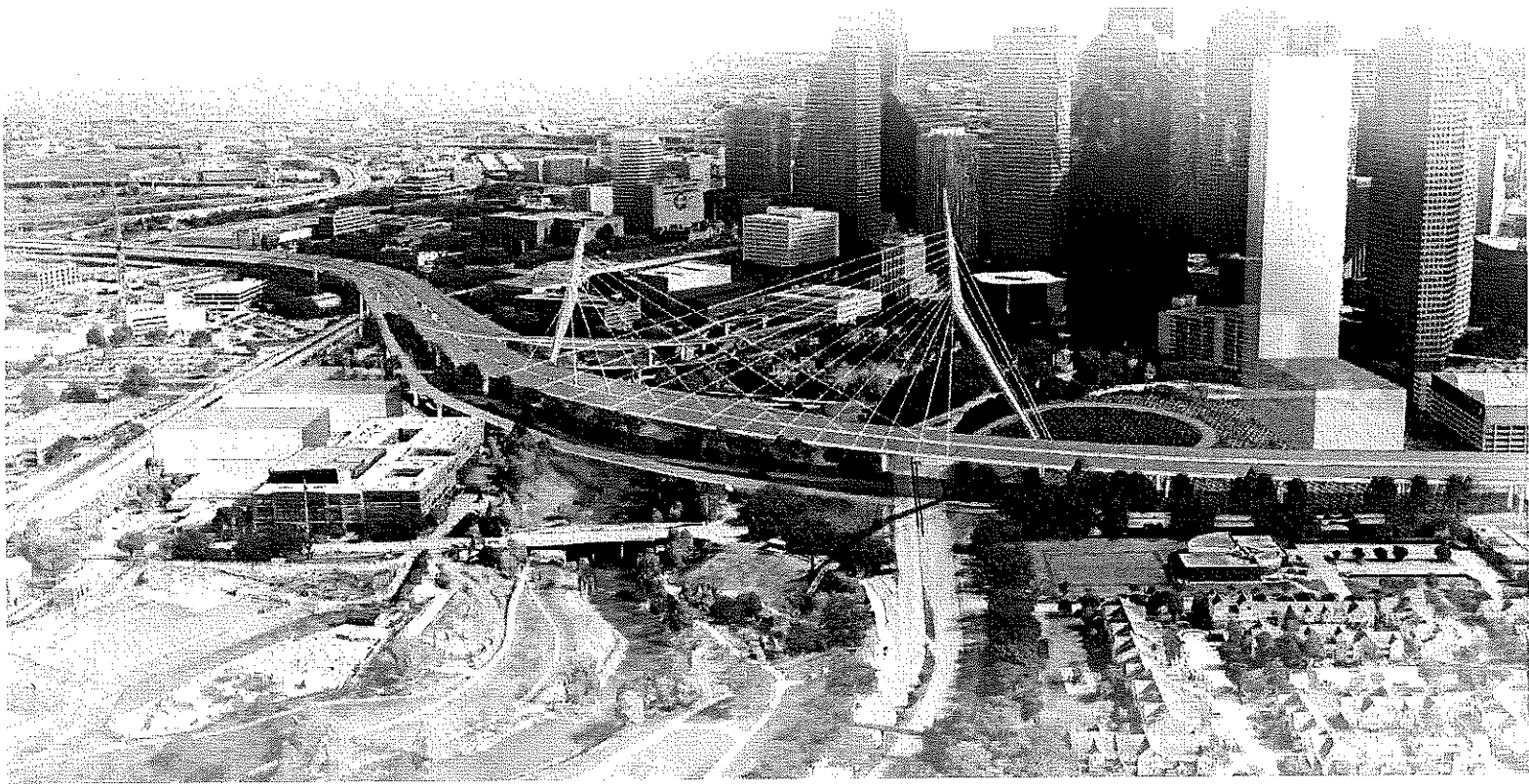
### ***Potential Funding Sources***

- *Municipal Management Districts*
- *Overlay Assessment on Districts*
- *Tax Increment Reinvestment Zones*
- *TIRZ 24 Increased City Participation*
- *City's Capital Improvement Program*
- *TxDOT- City land swaps*
- *Sale of excess R.O.W.*
- *Houston First Corporation*
- *Harris County Houston Sports Authority*
- *H-GAC Transportation Improvement Program*
- *Federal BUILD Grants*
- *Opportunity Zone Investments*
- *New Market Tax Credits*
- *Public Private Partnerships (P3)*
- *Revenue from operations*
- *Corporate sponsorship*
- *Charitable contributions*

**Exhibit 4 – Presentation of Civic Opportunities Resulting from the Proposed  
North Houston Highway Improvement Project**

**Civic Opportunities Related to the  
North Houston Highway Improvement Project:  
Economic Impacts and Community Benefits  
Final Report**

December 2017



Report Prepared For:

Houston Downtown Management District  
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# EXECUTIVE SUMMARY

The North Houston Highway Improvement Project (the “NHHIP”) provides a generational opportunity to stitch together Houston’s urban fabric with new public spaces and green connections. Downtown Houston is encircled by Interstates 10, 45, and 69, which together create barriers between Downtown and lower-density communities surrounding the Downtown core. Today’s Interstate configuration is also prone to congestion, impeding traffic into and through the heart of Houston. The Texas Department of Transportation (“TxDOT”), through the NHHIP, has identified \$7 billion in capital investments to support mobility and improve highway safety. These interventions include the realignment of Interstate 10 north of Downtown, the realignment of Interstate 45 to the northern and eastern edges of Downtown, and capacity expansion and the reimagining of Downtown’s eastside interstate components from Interstate 10 to State Highway 288. Central city stakeholders have begun to consider how to leverage these transportation investments to transform the urban core through public space investments that utilize vacated and adjacent sections of highway right-of-way. These investments will connect currently disconnected communities by creating an interlocking network of new public spaces and green links (the “civic opportunities”) composed of at least twelve civic opportunity sites. These twelve sites represent a range of public space opportunities, from highly activated regional parks to more intimate neighborhood gathering places and trails along the bayous to redeveloped green districts. Evidence from Houston and across the country has shown that these types of public space investments can generate significant economic and community benefits. In Houston, a portion of these benefits can be captured and monetized to support the capital and operating requirements for these civic opportunities, which will require significant public, private, and philanthropic investment.

To inform Plan Downtown and the NHHIP planning process, HR&A Advisors (“HR&A”) analyzed the potential economic and community benefits of the twelve civic opportunities. HR&A assessed both the combined effect of the full network as well as each of the component opportunity sites (“Projects”) as individual public spaces. HR&A collaborated closely throughout the analysis with the Houston Downtown Management District (“HDMD”), the lead stakeholder for Plan Downtown and representative of Downtown’s economic and community priorities.

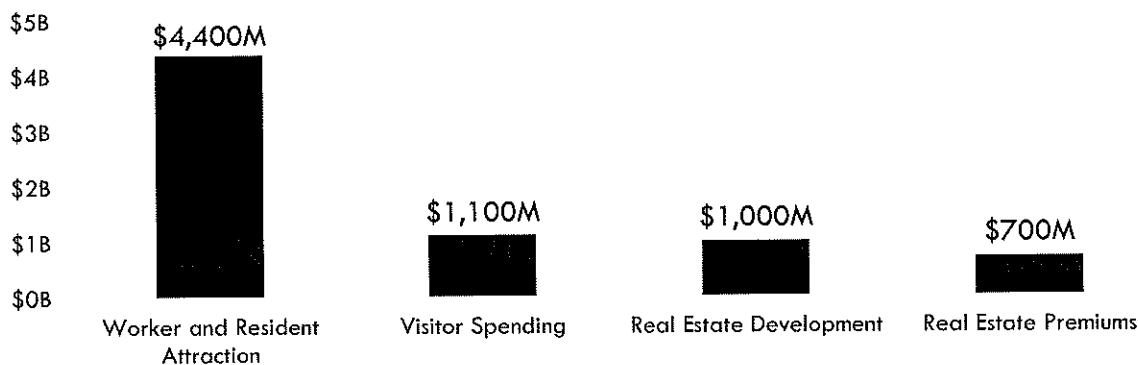
Full implementation of the civic opportunities – the combined and individual effects – will generate economic benefits on the order of \$5.6 - \$9.0 billion (20-year NPV), in addition to significant community benefits. HR&A assessed economic benefits including increases in the value of existing real estate assets, new real estate development, new visitor spending, and worker and resident attraction to central Houston. These economic benefits exceed the likely capital cost of the completed civic opportunities several times over.

Summary of Program-Wide Economic Benefits (Figure 1)

| Total Economic Benefits        | Low             | Median          | High            |
|--------------------------------|-----------------|-----------------|-----------------|
| Worker and Resident Attraction | \$3,300M        | \$4,400M        | \$5,500M        |
| Visitor Spending               | \$900M          | \$1,100M        | \$1,300M        |
| Real Estate Development        | \$800M          | \$1,000M        | \$1,300M        |
| Real Estate Premiums           | \$600M          | \$700M          | \$900M          |
| <b>Total</b>                   | <b>\$5,600M</b> | <b>\$7,200M</b> | <b>\$9,000M</b> |

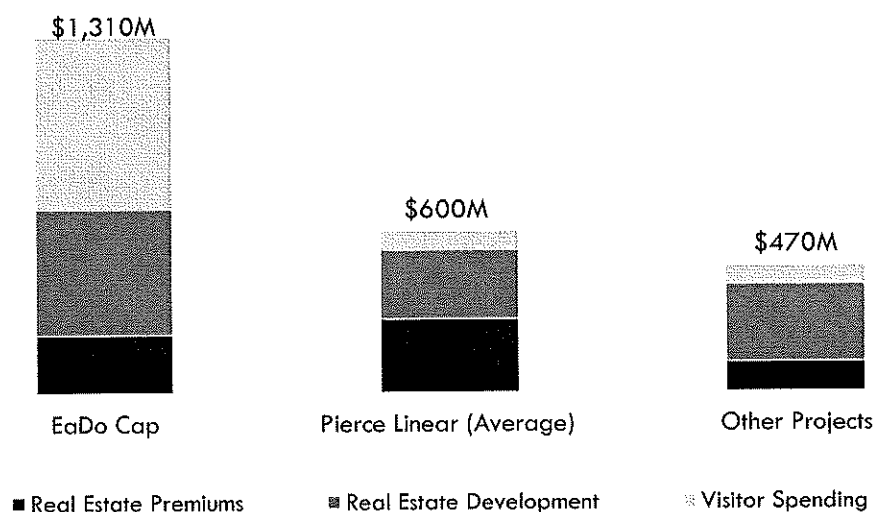


**Program-Wide Median Economic Benefits (Figure 2)**



The greatest impacts – more than half of the total – accrue from full implementation of all the proposed civic opportunities, rather than implementation of any single component Project. Attraction benefits comprise over half of the total benefits and accrue to the full program rather than to any component Project. Likewise, the total program's visitation, mobility, and recreational benefits are greatly amplified by the completion of the full vision. This does not mean that redesign or modification puts the scale of the benefits at risk, but it does mean that the vitality of the entire vision and emerging brand must be identified, implemented, and sustained to gain the full benefits projected. The importance of a recognizable brand for the entire civic vision cannot be overstated. The individual and cumulative success of each Project will be predicated in large part on effective City branding and marketing. Effective branding will build public support and excitement for this transformative investment, amplifying development interest and unlocking new fundraising opportunities before and after individual Project completion.

**Median Economic Benefits by Project (Figure 3)**



**Two Projects drive 80% of the Project-specific economic benefit.** The proposed highway cap park between Downtown and East Downtown ("EaDo") has the highest real estate and visitation impacts of the proposed Projects at approximately \$1.3 billion. Meanwhile, the reimagining of the existing Pierce Elevated into Pierce Linear offers the next highest Project impacts, estimated at \$600 million—though this figure is highly dependent on the final design and programming, which affect the Project's ability to draw visitation as well as the magnitude of premiums and development propensity for nearby real estate.

**Achieving the full economic and community benefits described in this report requires an implementation strategy.** Each economic and community benefit can attract distinct funding opportunities, and funding likely must be layered from multiple sources.

- The **real estate impacts** associated with the civic opportunities are most easily captured for Project investment and should be a primary focus when securing funding.
- **Visitor spending** can be leveraged as a funding source for highly-programmed Signature Parks (as hereinafter defined), particularly through collaboration with the Houston First Corporation.
- The **stormwater retention and mobility** benefits of the vision and the associated Projects may provide opportunities for joint funding with other public agencies, including the Harris County Flood Control District, METRO, and Federal funding sources.
- **Community benefits** provide a rationale for ongoing philanthropic and City investment, guided in particular by the Mayor's vision for Complete Communities that are well served by public space and pedestrian- and bike-oriented infrastructure.
- While value capture and non-local public sources can mitigate some costs, the full implementation of the civic opportunity vision will also require **substantial local public funding**. The value of sustained worker and resident attraction will provide a compelling rationale for those investments, as will the community benefits to existing residents.

# EXISTING CONDITIONS

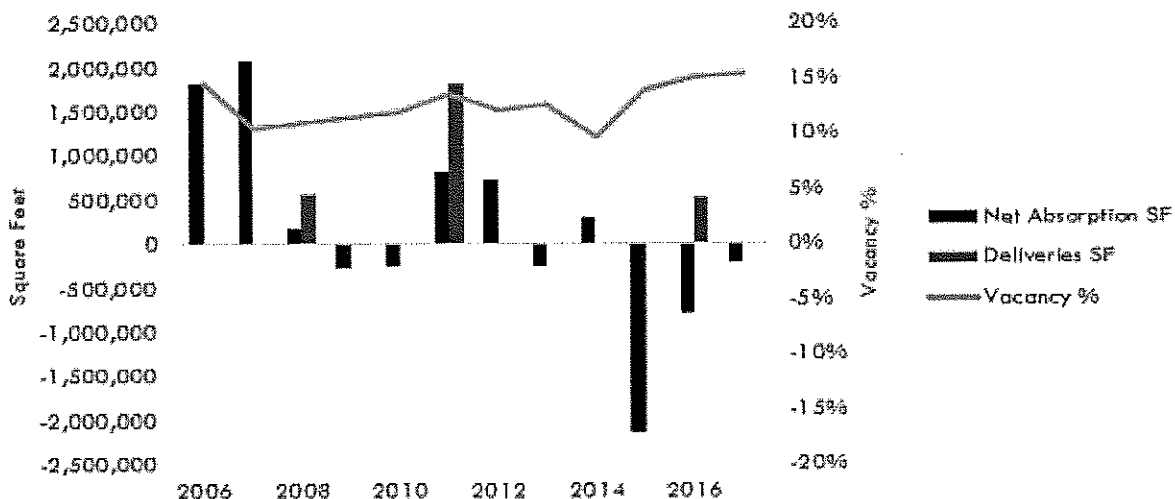
## INTRODUCTION

HR&A reviewed existing conditions in central Houston to establish a “baseline” of economic activity, then assessed the civic opportunities in relation to comparable public spaces in Houston and across the country to calculate the anticipated Project impacts. This analysis’s findings are informed by:

- A review of **existing project plans**, including the NHHIP, Plan Downtown, and a preliminary “Vision and Opportunity” conceptual planning report developed by SWA Group. HR&A also reviewed an alternate design concept for the current Pierce Elevated section of Interstate 45 developed by Page Architects. These plans are summarized in the description of the civic opportunity below, and further detailed in each Project area in the Benefits by Project chapter, starting on Page 31.
- Local **market and physical conditions** for each Project study area, including real estate development trends, potential development sites, and community priorities and opportunities.
- Impact assessment of **comparable public spaces** within Houston including Discovery Green, Buffalo Bayou, and Memorial Park, as well as across the country. This comparative assessment was augmented with a national economic and community impact literature review. This process is described in detail in the Methodology section, starting on Page 11.

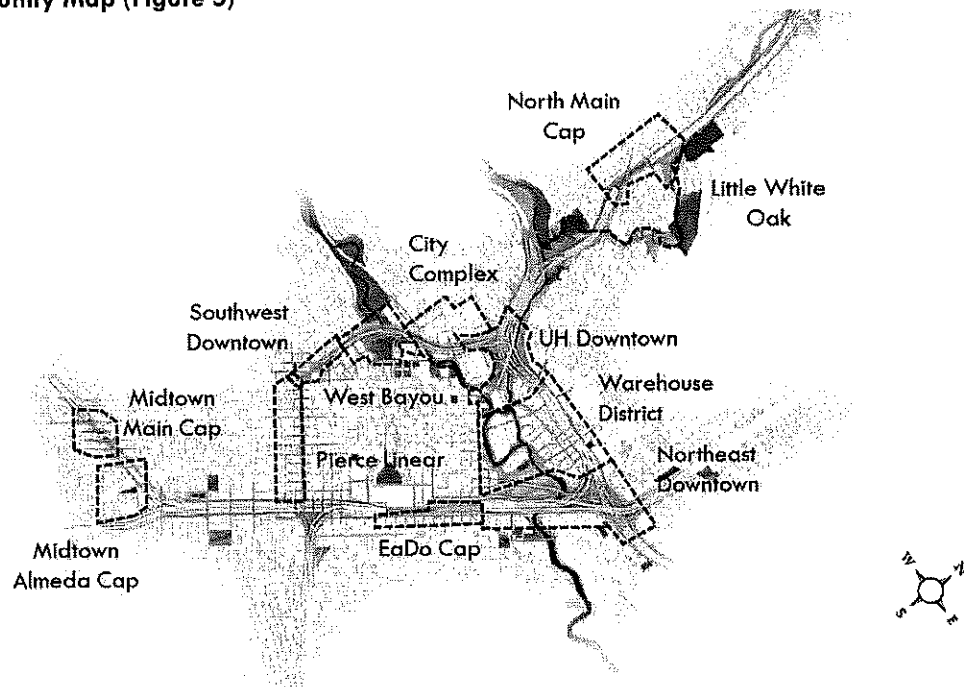
Over the past decade, Downtown Houston’s mix of constituents has become more balanced among residents, visitors, and employees, but its largest segment, employment, is in the midst of a generational shift. Greater Houston remains at the center of national and international energy activity and innovation. This sector was historically concentrated in Downtown Houston, where it anchored the growth of professional services, entertainment, and the arts. Shell and Exxon, however, have recently relocated approximately 12,000 employees from Downtown to new suburban campuses. Based on preliminary analyses, HDMD suggests that as many as 60% of current Downtown employees continue to work in or serve the energy sector, and thousands of jobs supporting these industries are in jeopardy of following the lead of Shell and Exxon in shifting their employees to new campuses outside of the city center. Recent increases in vacancy, shown in Figure 4, demonstrate the initial real estate market effects of this transformation.

**Total Net Absorption, Deliveries, and Vacancy in Downtown Houston Office Market (Figure 4)**



## CIVIC OPPORTUNITY VISION

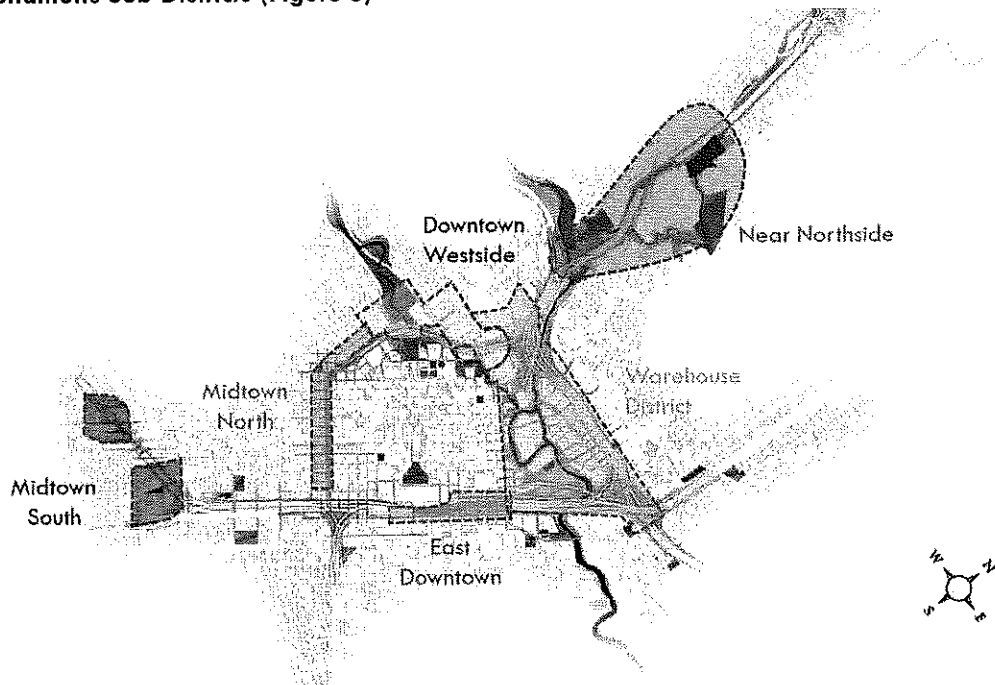
Civic Opportunity Map (Figure 5)



In response to the NHHIP, central Houston stakeholders have envisioned a public space network along the proposed Interstate highway right-of-way that encircles Downtown and supports surrounding neighborhoods. The total program of civic opportunities envisions a network of trails, bikeways, public spaces, art features, urban forests, and iconic gateways that leverage the NHHIP's rationalization of central Houston's highways. Specific Projects within the vision include a highly-programmed, signature cap park above Interstates 45 and 69 that connects Downtown and EaDo, an extension of Buffalo Bayou's existing network of trails and open space into Downtown, new development near the University of Houston-Downtown's ("UH-D") campus, and the development of the Warehouse District into an authentic mixed-use district (see Benefits by Project chapter on Page 31 for individual Project descriptions).

## EXISTING CONDITIONS

Existing Conditions Sub-Districts (Figure 6)



HR&A analyzed the existing market and physical conditions for each Project study area, including real estate development trends, potential development sites, and existing plans as part of NHHIP or otherwise. Refer to Appendix B for Project study area existing property values. HR&A grouped the analyses into six central Houston sub-districts:

- **Midtown South:** This sub-district, straddling Interstate 69 between the 527 Spur and State Highway 288, is currently a low-density, mostly single-family residential area. The sub-district lies at the intersection of several neighborhoods that have undergone significant development within the last decade including Montrose, the Museum District, and Midtown. Portions of the area are well-positioned for future growth, especially around the Wheeler Transit Center where there are several significant development sites that are publicly-owned. The proximity to the vibrant Montrose neighborhood to the west, known for its walkability and food scene, and the transit access to Downtown, the Museum District, and the Texas Medical Center are key amenities for the area. In addition, nearby Emancipation Park, on the east side of Interstate 69, recently underwent a \$34 million restoration to improve its open space and recreation facilities.
- **Midtown North:** At the intersection of Downtown, Midtown, and the Third and Fourth Wards, this sub-district is composed of diverse building uses and typologies, ranging from low-quality buildings and single-story retail, to low-density residential, to the denser built form of Downtown. Large office development sites on the Downtown side of the Pierce Elevated will continue to grow the area's workforce, notably including Chevron's proposed office tower development at 1600 Louisiana. The sub-district is also anchored by St. Joseph's Medical Center, another major job center, as well as METRO's Downtown Transit Center. However, many existing sites are currently underdeveloped, with an abundance of parking lots on the Downtown side of the Pierce Elevated and low-quality buildings

dominating several blocks on the Midtown side of the highway. In total, there are more than one million square feet of potential land development in the sub-district, presenting ample opportunity for the area's transformation. In addition, the realignment of Interstate 45 and the abandonment of the Pierce Elevated will create a significant number of new Project-adjacent development opportunities in the former right-of-way of the elevated highway.

- **East Downtown:** The eastern side of Downtown and East Downtown (EaDo) have undergone continued growth and development since the early 2000s, when Minute Maid Park opened, attracting young residents drawn to a more urban and walkable lifestyle grounded by emerging retail and entertainment amenities. The BBVA Compass Stadium, home to the Houston Dynamo, has spurred additional residential development within EaDo. Historically, EaDo has been characterized by a significant density of warehouse and light manufacturing, some of which remains in operation but a larger majority of which has relocated. That said, much of the neighborhood remains undeveloped or underdeveloped, with parking lots and underbuilt parcels dominating the area north of Texas Avenue. While pedestrian connectivity to Downtown remains limited, the EaDo METRORail station could be a future development node. The George R. Brown Convention Center will continue to dominate the southern portion of this sub-district, and any future development will be influenced by its outsized role in the area. With the exception of the historic Cheek-Neal Coffee building, which will be preserved, the realignment of the highway along Downtown's eastern edge will create a number of new development opportunities on the half-blocks directly to the east and west side of the proposed cap park.
- **Warehouse District:** This sub-district spans the north and south sides of the Buffalo Bayou, and encompasses the historic Warehouse District, the UH-D campus, and includes a number of large civic facilities. The NHHIP will straighten both Interstate 69 and Interstate 45 at their junction, opening up land adjacent to Buffalo Bayou for possible development. Likewise, Interstates 10 and 45 are straightened in their new alignment towards the north, in proximity to the Union Pacific Railroad. The NHHIP realignment will contribute to a significant reimagining of the sub-district, with potential for improved connectivity and a compelling public space experience. The historically significant Warehouse District, to the north of Buffalo Bayou, is an emerging hub for Houston arts and culture. The neighborhood could be poised to experience an upswing in development, similar to the recent development spikes along the nearby Washington Avenue corridor. Given the area's historical significance, new development will presumably seek to preserve the authenticity of the existing typology. METRO's bus parking structures present a particularly compelling opportunity for new development including the Harris County Flood Control District's north canal (the White Oak Bayou bypass channel) that would mitigate floodwater. Multiple large parcels are representative of the significantly underutilized land within the area. Adjacent to the METRO site are a number of additional public parcels, including the Harris County Jail. These sites have large footprints, but may not be prime development opportunities due to their current uses. On the western edge of this sub-district, the UH-D owns almost one million square feet of developable land. Situated at the confluence of the Buffalo and White Oak Bayous, much of the vacant land is waterfront and may be flood-prone, though, and needs to be studied further to understand its best use: development or stormwater management potential.
- **Downtown Westside:** This sub-district includes the historic Barbara Jordan Post Office facilities on the eastern side of the existing Interstate 45 alignment. This site is currently in planning for a mixed-use redevelopment that retains much of the existing building skeleton and exterior. The western side of



the existing Interstate 45 alignment is typified predominately by parking lots and underbuilt public facilities, including three publicly-owned parcels (Municipal Courts, Houston Police and Fire Department facilities, and a parking structure adjacent to the Fonde Community Center). The highway realignment through this sub-district will create opportunities for improvements in connectivity to Buffalo Bayou and Sam Houston Park, as well as enhanced connectivity between the Fourth Ward and Downtown Houston, two neighborhoods that are currently separated by the existing highway network.

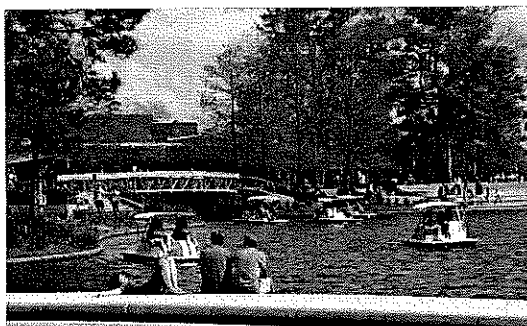
- **North of Downtown:** This low-density, mainly single-family residential sub-district includes some car-oriented commercial along Interstate 45. A large surface parking lot anchors the northern portion of the area and is slated for redevelopment into a stormwater detention intervention as part of the NHHIP. The potential to upgrade trails from the confluence of Buffalo and White Oak Bayous northward along Little White Oak Bayou is a prime opportunity to benefit from the NHHIP, offering new greenspace and connectivity for several neighborhoods in the Greater Northside and the Heights.

## HOUSTON PUBLIC SPACE ASSESSMENT

Houston cherishes its public spaces—from the recreation loop within Memorial Park, to the activities and events at Discovery Green and Buffalo Bayou Park, to the cultural institutions that populate Hermann Park. Major Houston public spaces like these and other emerging public spaces, such as Levy Park, have anchored neighborhoods and become foci for investment and growth for generations.

- As Houston's first public park, **Hermann Park** was a natural amenity that attracted the establishment and growth of venerable institutions like Rice University, the Texas Medical Center, and the Museum District. Today, Hermann Park sees six million visitors a year while providing an outlet for relaxation and recreation to Medical Center workers, Museum District visitors, Rice students and staff, and surrounding residents.<sup>1</sup>
- Within the heart of Downtown Houston sits **Market Square Park**, a historic square created in 1854 and originally used as an outdoor produce market. Today, the square anchors the Main Street/Market Square Historic District, surrounded by 19<sup>th</sup>-century architecture, and is home to a variety of programming for Downtown's residents, workers, and visitors.

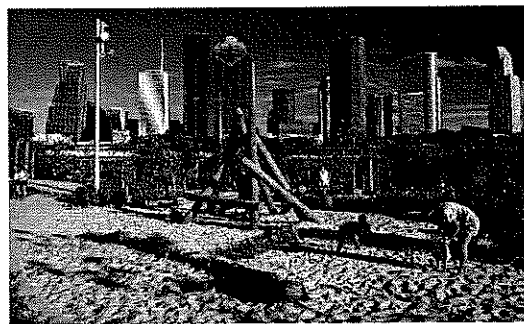
**Hermann Park and Market Square Park (Figure 7)**



<sup>1</sup> <https://www.hermannpark.org/history/timeline/>

- While less than a decade old, **Discovery Green** has already catalyzed a transformation of the eastern side of Downtown. The park has driven convention activity and induced more than \$500 million in downtown development, with an additional \$700 million worth of office, hotels, and housing projects that has indirectly benefitted from the creation of Discovery Green.<sup>2</sup>
- The 160-acre **Buffalo Bayou Park**, to the west of Downtown, creates a gateway to Downtown through active destinations, pedestrian bridges, and compelling sightlines to the skyline. The neighborhoods around Buffalo Bayou Park have likewise seen substantial residential and commercial growth, while the park itself attracts nearly a million visitors per year.<sup>3</sup>

#### **Discovery Green and Buffalo Bayou Park (Figure 8)**



**Recent and planned improvements to Houston's public space network demonstrate the continued importance of accessible and diverse public spaces.** The recently-opened Houston Centennial Gardens was the largest improvement project bookmarked within Hermann Park's 2015 Master Plan.<sup>4</sup> The Memorial Park Master Plan, approved in 2015, received national accolades and awards for its visionary approach to public space.<sup>5</sup> Emancipation Park recently underwent \$34 million in improvements, re-establishing the park as an important cornerstone for the surrounding neighborhood.<sup>6</sup> The Buffalo Bayou East Sector Plan and forthcoming plan for The Heritage Society at Sam Houston Park will both contribute to developing and maintaining important public spaces within central Houston. The Houston Botanic Garden launched a \$30 million campaign in 2016 to fund the first phase of master plan implementation, with the aim of welcoming visitors by 2020.<sup>7</sup> The ambitious Bayou Greenways 2020 plan aims to connect 150 miles of hike-and-bike trails to parks and communities throughout Greater Houston, fulfilling a century-old vision to create a continuous and accessible public space network along the city's major bayous.<sup>8</sup>

<sup>2</sup> Houston Downtown Management District

<sup>3</sup> <http://buffalobayou.org/news-release-buffalo-bayous-back-buffalo-bayou-park-complete-in-fall-2015/>

<sup>4</sup> <http://www.houstonchronicle.com/life/gardening/article/McGovern-Centennial-Gardens-a-sensory-experience-6020210.php>

<sup>5</sup> <http://www.memorialparkconservancy.org/master-plan.html>

<sup>6</sup> <https://www.usnews.com/news/best-states/texas/articles/2017-06-17/houstons-emancipation-park-rededicated-after-34m-upgrades>

<sup>7</sup> <http://hbg.org/about>

<sup>8</sup> <http://houstonparksboard.org/bayou-greenways-2020/>

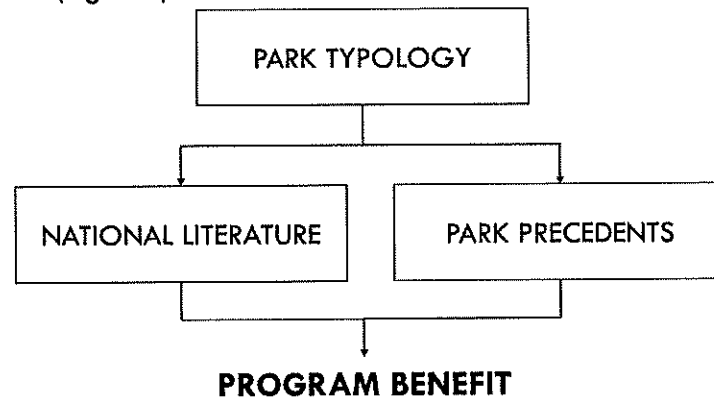
# METHODOLOGY

## INTRODUCTION

HR&A analyzed a range of anticipated benefits for the overall civic opportunity vision and the individual component Projects based on a review of local market conditions and the impacts of public space across comparable typologies in Houston and nationwide.

- **Baseline Conditions:** HR&A first established baseline market conditions in the vicinity of each Project based on Harris County Appraisal District's data, demographic information, and a detailed review of building typology and available soft sites. HR&A developed study areas for each Project based on the anticipated range of impact, as determined by the proposed design and programming (i.e., each Project's typology, detailed on Page 13).
- **Project Impact:** To understand the impact that each Project would have on these baseline conditions, HR&A researched comparable public space investments from around the country. HR&A identified potential benefits and key drivers of value for each Project area based on these precedent public spaces as well as a national literature and nearly three decades of open space-related experience and knowledge. HR&A applied these benefit premiums to the baseline market conditions to estimate the economic and community benefits for the twelve individual Projects and the overall civic opportunity vision.

Methodology Overview (Figure 9)

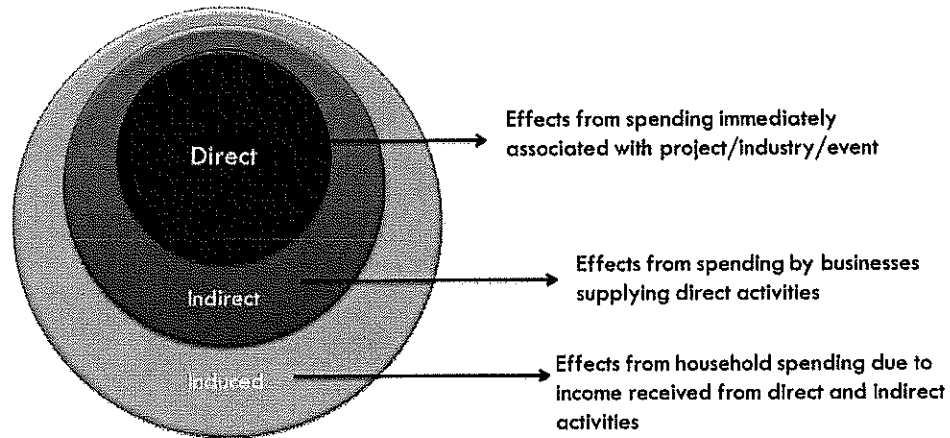


## ECONOMIC BENEFIT OVERVIEW

**Economic benefits take multiple forms.** In the jargon of economic impact analysis, value created by the investment itself is called a direct impact. Direct impacts of the civic opportunities are likely to include increased visitor spending due to the new public space and changes in real estate value, because of both increases in existing property value and new investment. The new economic activity generated by the civic opportunities will also yield business and personal income that can be spent within the local economy, creating additional indirect and induced impacts (multiplier impacts). Indirect impacts result from business spending by businesses that receive direct benefits, including hotels, attractions, and retailers that receive additional tourism business and companies involved in the sale and/or development of real estate assets. Induced

impacts result from household spending from households that receive direct benefits, including public space employees and employees of affected businesses.

#### Economic Multiplier Effects (Figure 10)



All benefits described herein are “net new” to central Houston. “Net new” benefits are those that would not occur “but for” the investment in question, in this case, the civic opportunities related to the NHHIP. By “net new” to central Houston, this analysis only considers new economic activity that comes from outside central Houston. For example, a net new unit in the EaDo Cap opportunity area is not one that would have otherwise been developed on Main Street, but rather one that would have been developed elsewhere in the region or city.

Much of what is net new to central Houston will yield significant net benefits to the city and region. Central Houston is in many ways distinct within the market, often more competitive with other downtowns outside of Greater Houston than with mixed-use districts within the region.

- **Real Estate Development:** High construction and permitting costs in the urban core often require top-of-market pricing supported through best-in-class quality for both the building and the urban experience. Improving the central Houston experience supports this unique development and the types of users it might attract to the region.
- **Visitation:** The two primary segments impacted are convention visitors and Downtown leisure visitors. Convention visitors and major event visitors are unlikely to select another venue in the region; rather, they select among top venues in the country. Increase in the number and/or length of stay of these visitors would be net new to the region. Downtown leisure visitation is extremely low compared to peer cities; an increase in this segment would likely also draw from the pool of out-of-region visitors choosing Houston from among (for example) New Orleans, Austin, and Charlotte for its cultural and culinary offerings.
- **Worker and Resident Attraction:** Central Houston is uniquely positioned to attract technology/innovation businesses and workers; major corporate offices seeking to draw a young, educated workforce; and additional growth in current sectors of strength including energy, professional and financial services, and design/architectural services. Many of the employers coming from outside of the region would choose another location in another city over central Houston, and might be swayed to move to Houston. Growth within existing businesses in these sectors would likely

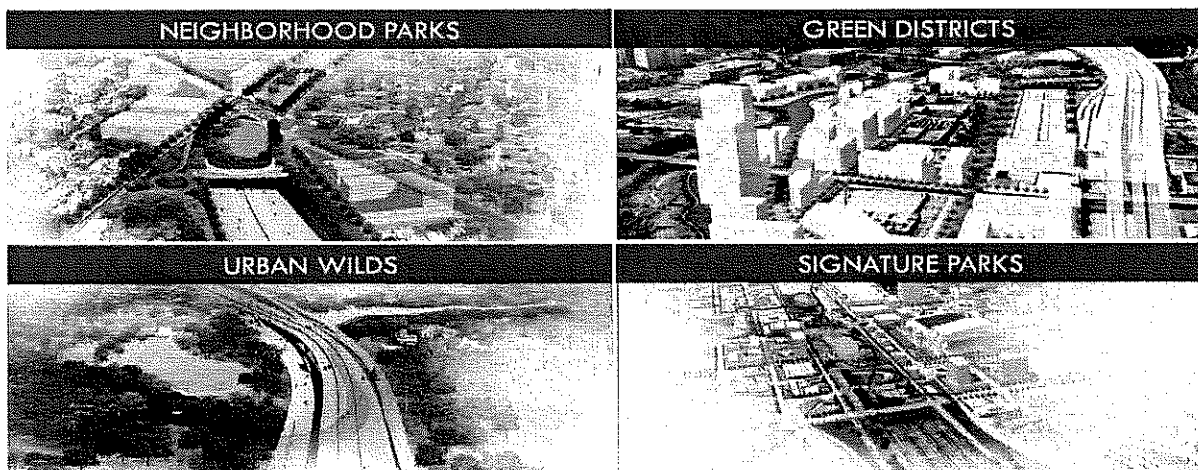
be fueled by a better central Houston experience that supports talent attraction and the city's national brand.

## PROGRAM & TYPOLOGIES

HR&A sorted each of the twelve Projects into programmatic "typologies." These typologies are based on proposed design, degree of programming, scale, and ratio of active to passive spaces. The typologies used to frame this study are:

- **Neighborhood Parks:** Community-oriented parks that provide recreational amenities for neighborhood users. They include Midtown Main Cap, Midtown Alameda Cap, West Bayou, Southwest Downtown, North Main Cap, and one of the alternatives for the Pierce Linear.
- **Green Districts:** Pedestrian-oriented districts of green streets and pocket parks that facilitate new mixed-use development. These opportunities occur primarily on the north side of Downtown near or within the existing Interstate 10 footprint, including the Warehouse District, UH-D, and the City Complex.
- **Urban Wilds:** Natural areas that provide passive recreational opportunities and environmental benefits; these Projects do double-duty as areas for stormwater detention and retention. They include Northeast Downtown and Little White Oak, adjacent to the Near Northside neighborhood.
- **Signature Parks:** Distinguished by a high level of program and design intensity. These Projects will draw visitors from within Greater Houston and from across the country. They include the EaDo Cap, West Bayou<sup>9</sup>, and one of the alternatives for the Pierce Linear.

Project Typologies (Figure 11)



HR&A defined each Project's study area based on the anticipated range for which benefits will accrue, dependent on park typology. HR&A assumed a study area for Signature Parks of quarter-mile from each Project's edge, while Neighborhood Parks and Urban Wilds have study areas of 2-3 blocks from Project edge, reflective of their more modest effect on surrounding real estate. As the proposed designs for Projects classified as Green Districts include pocket parks and streetscapes interspersed with parcels for new development, their study areas are assumed to be coterminous with the district boundary. Green Districts are inclusive of existing real estate and development parcels that will benefit from the establishment of a

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<sup>9</sup> West Bayou was modelled as a Signature Park for visitation purposes only; all other impacts were modelled as a Neighborhood Park

unified district through public space investment. Benefits to adjacent neighborhoods are conservatively excluded from this analysis. Study areas for all typologies were adjusted to account for natural barriers like highways and bayous. Detailed maps of each study area can be found in Appendix A.

## **LITERATURE AND CASE STUDY REVIEW**

**Using local and national precedents, HR&A identified economic premiums and community benefits likely to accrue to each of these four typologies.** Individual Project benefits were calculated based on the premiums and community benefits corresponding with their typology and study area. To understand the impact that each Project typology would have on its surrounding area, HR&A researched comparable public space projects from around the country as well as existing literature on the benefits of each typology. Based on nearly three decades of open space-related experience and knowledge, HR&A identified a list of potential national peer projects for Signature Parks, and local peer projects for Green Districts, and synthesized the quantifiable economic impact that these parks had on their surrounding neighborhoods. Based on the precedent research, HR&A determined that property value premiums and net new open space-oriented development were quantifiable by Project, while other impacts were quantifiable across precedent park networks. Additional benefits such as park access, neighborhood connectivity, resident and worker attraction, and environmental impacts were analyzed through research and precedent projects with similar typologies. HR&A used existing literature and additional research to derive the same economic impacts for Neighborhood Parks and Urban Wilds. A list of consulted literature can be found in Appendix E.

**To inform the types of benefits analyzed, HR&A reviewed economic studies and data for 17 comparable public spaces, described in Figure 12 below.** Both the types of public-space benefits and the methodologies used to measure them informed the analytical approach (see Pages 16-24). This sample set shows a wide variety of overall impacts (which range according to Project program and context), types of impacts measured (distributed according to community and stakeholder priorities), and methodologies. Methodologies vary significantly based on both the availability of data and the quantitative rigor of assessment. In many cases, anecdotal benefits, such as the percentage change in rents, are available. There are a very limited number of high-quality economic analyses that distinguish the net impact of a public space, for example, the extent to which investment in the space is correlated with rent increases over and above baseline market growth. Where possible, the analysis has limited the use of comparable project examples to those that are similar in scale and context, and for which a high quality, ground-up economic analysis was available. Where this comparable data is not available, assessments are supplemented with academic meta-analyses, expert consultation, and with local experts.



**Public Space Precedent Long List: HR&A Assessment of Available Studies and Data (Figure 12)**

| Public Space           | Location          | Real Estate Premiums | Real Estate Dev | Visitor Spending | Worker Attraction | Env Benefits | Health Benefits | Mobility |
|------------------------|-------------------|----------------------|-----------------|------------------|-------------------|--------------|-----------------|----------|
| Beltline               | Atlanta, GA       | ●                    | ●               | ○                | ○                 | ○            | ●               | ●        |
| Barton Creek Greenbelt | Austin, TX        | ●                    | ○               | ○                | ○                 | ○            | ○               | ○        |
| Rose Kennedy Greenway  | Boston, MA        | ●                    | ●               | ○                | ○                 | ○            | ○               | ○        |
| Renaissance Park       | Chattanooga, TN   | ●                    | ○               | ○                | ○                 | ●            | ○               | ○        |
| Millennium Park        | Chicago, IL       | ●                    | ●               | ●                | ○                 | ○            | ○               | ○        |
| The 606 Trail          | Chicago, IL       | ●                    | ○               | ○                | ○                 | ○            | ●               | ●        |
| Columbus Commons       | Columbus, OH      | ○                    | ●               | ○                | ○                 | ○            | ○               | ○        |
| Katy Trail             | Dallas, TX        | ●                    | ●               | ●                | ○                 | ●            | ○               | ○        |
| Klyde Warren Park      | Dallas, TX        | ●                    | ●               | ●                | ○                 | ●            | ●               | ○        |
| Memorial Park          | Houston, TX       | ○                    | ○               | ●                | ○                 | ○            | ●               | ○        |
| Bayou Greenways        | Houston, TX       | ●                    | ○               | ●                | ○                 | ●            | ●               | ○        |
| Discovery Green        | Houston, TX       | ●                    | ●               | ●                | ○                 | ○            | ○               | ○        |
| Bryant Park            | New York City, NY | ●                    | ○               | ●                | ○                 | ○            | ○               | ○        |
| Central Park           | New York City, NY | ●                    | ○               | ●                | ○                 | ●            | ●               | ○        |
| Hudson River Park      | New York City, NY | ●                    | ●               | ●                | ○                 | ●            | ○               | ●        |
| The High Line          | New York City, NY | ●                    | ●               | ●                | ○                 | ○            | ○               | ○        |
| Waterfront Toronto     | Toronto, ON       | ●                    | ○               | ○                | ○                 | ●            | ○               | ○        |

**Key**

- Rigorous, ground-up analysis
- Anecdotal quantitative evidence
- Not studied

Note: See Appendix E for a list of consulted studies

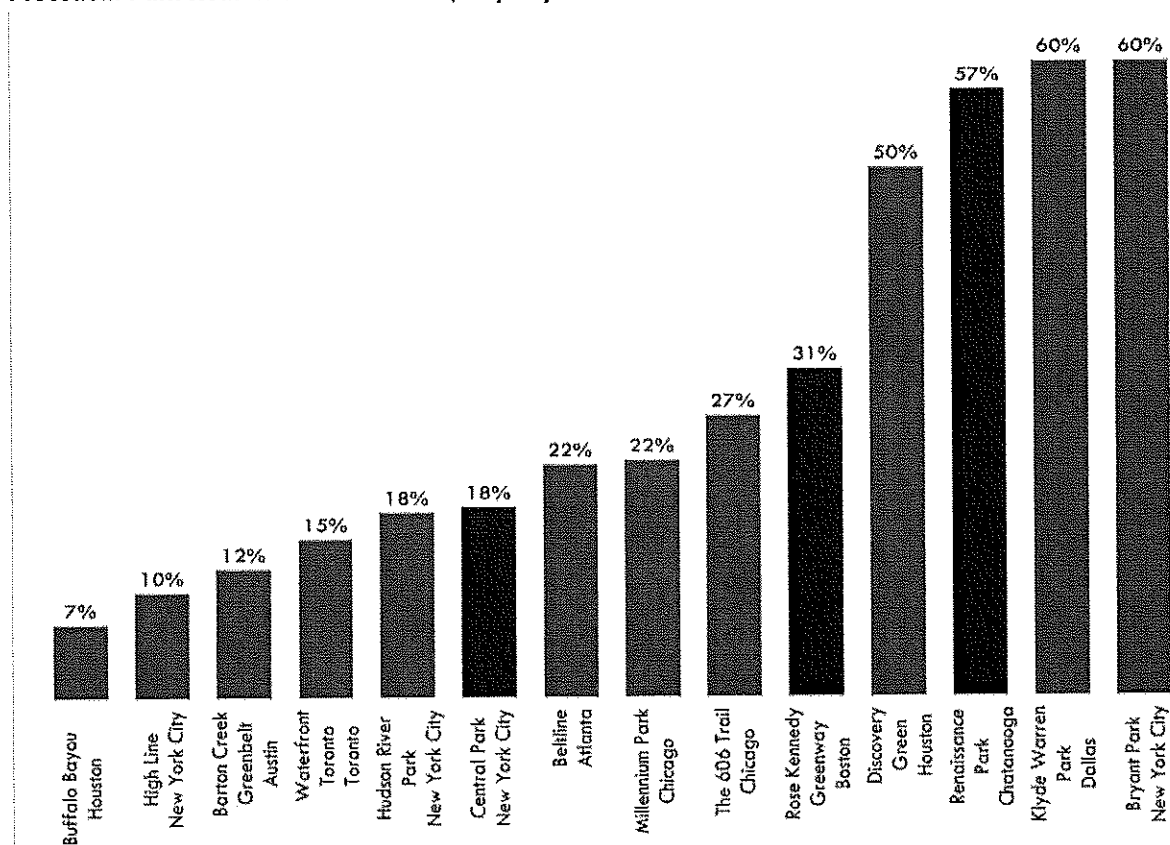
## ECONOMIC BENEFIT METHODOLOGIES

Based upon this review and in consultation with HDMD, HR&A identified a series of benefits for detailed study. These benefits reflect the major value creation opportunities and community priorities for those investments. Together, they provide a rationale for future investment. HR&A analyzed four economic benefits that correspond to new spending or value creation associated with the civic opportunities: real estate premiums, new real estate development, visitation, and resident and worker attraction. These benefits will be the most easily monetized for individual Project funding.

### REAL ESTATE PREMIUMS

Public spaces increase the value of existing real estate assets within close walking distance, as all residents and workers value proximity to public spaces. Residents are willing to pay higher rents or purchase more expensive goods because of this proximity. This leads to increased asset values. The quality of public space design, maintenance standards, level of programming, neighborhood context, and local real estate market conditions all affect this premium, as does the distance of the building from the public space in question. The premium values ascribed to signature parks range widely, as shown in Figure 13 below. HR&A identified a conservative range for potential impacts within this sample set.

**Precedent Park Real Estate Premiums (Property Values Within ¼-Mile Radius vs. Market) (Figure 13)**



Note: Blue columns denote net premiums within 1/4 mile; grey columns denote other evidence (gross premiums or a different geography)

HR&A applied premiums to the total assessed value of existing real estate for multifamily residential and commercial properties within each Project study area. Details on the baseline values can be found in Appendix B.

**Property Value Premium Assumptions (Figure 14)**

| Typology          | Commercial |      | Residential |      | Source  |
|-------------------|------------|------|-------------|------|---|
|                   | Low        | High | Low         | High |   |
| Signature Park    | 25%        | 33%  | 13%         | 31%  | Signature Park Comparative Assessment                                       |
| Green District    | 18%        | 22%  | 11%         | 30%  | Average of observed premiums for local and national precedents <sup>1</sup> |
| Neighborhood Park | 2%         | 4%   | 2%          | 4%   | National literature <sup>2</sup>  |
| Urban Wild        | 2%         | 4%   | 2%          | 4%   | National literature <sup>2</sup>  |

<sup>1</sup> Precedents include CITYCENTRE, BLVD Place, West Avenue, River Oaks District

<sup>2</sup> Refer to Appendix E, Literature Review

### REAL ESTATE DEVELOPMENT

Public spaces comparable to the civic opportunity also attract significant new real estate investment, supporting walkable business districts and residential communities oriented around the new public space amenity. Similar to real estate premiums, the extent of this benefit depends on the quality of design, neighborhood context, level of programming, and local real estate market conditions. HR&A expressed this incremental value as an estimated increase in the pace of development for both commercial and multifamily residential (see Figure 15), with a maximum level of growth determined by the availability of vacant or underdeveloped soft sites in each Project study area. Appendix A contains detailed maps of soft sites in each Project study area.

**Precedent Public Space Pace of New Development Premiums (Figure 15)**

| Park                  | Location          | Real Estate Development | Pace of Development Increase | Source                            |
|-----------------------|-------------------|-------------------------|------------------------------|-----------------------------------|
| Klyde Warren Park     | Dallas, TX        | \$940M                  | 8.0X                         | Prior HR&A Analysis               |
| The High Line         | New York City, NY | \$2B                    | 3.0X                         | Prior HR&A Analysis               |
| Katy Trail            | Dallas, TX        | \$907M                  | 2.1X                         | Prior HR&A Analysis               |
| Columbus Commons      | Columbus, OH      | \$400M                  | 1.75X                        | CoStar                            |
| Rose Kennedy Greenway | Boston, MA        | \$6B                    | 1.4X                         | Prior HR&A Analysis               |
| Millennium Park       | Chicago, IL       | \$1.4B                  | Unknown                      | Landscape Architecture Foundation |
| Discovery Green       | Houston, TX       | \$1B                    | Unknown                      | Discovery Green Conservancy       |

#### Precedent Green District Developments (Figure 16)

| Project                      | Acres | FAR  | SF/Year |
|------------------------------|-------|------|---------|
| CITYCENTRE, Houston          | 42    | 1.99 | 320,000 |
| BLVD Place                   | 42    | 0.38 | 110,000 |
| West Avenue                  | 6     | 3.89 | 240,000 |
| River Oaks District, Houston | 21    | 2.04 | 260,000 |

Based on case study findings and literature review, HR&A applied a faster rate of new development for Green Districts, Signature Parks, and Neighborhood Parks. For Signature and Neighborhood Parks development-speed premiums were derived based on national literature review and previous HR&A analysis. For the Low and High analysis for Signature Parks, HR&A took the 25<sup>th</sup> and 75<sup>th</sup> percentiles of observed premiums from precedent parks to remove outliers such as Klyde Warren Park from the analysis.<sup>10</sup> For Green Districts, HR&A estimated premiums based on the typical pace of precedent mixed-use Houston developments, as shown in Figure 16 above. Each of these precedents was built out by one or two developers, which may not be the case for the NHHIP Green District Projects given their size. Given the relative low visitation of Urban Wilds compared with more people-oriented public space, HR&A assumed no premium to the pace of new development for Urban Wilds.

#### Pace of New Development Premium Assumptions (Figure 17)

| Typology          | Low             | High            | Source  |
|-------------------|-----------------|-----------------|---|
| Signature Park    | 1.6X            | 2.1X            | Conservative range within national precedents                             |
| Green District    | 250K<br>SF/Year | 300K<br>SF/Year | Based on pace of development in comparable Houston districts <sup>1</sup> |
| Neighborhood Park | 1.1X            | 1.2X            | Based on national literature and prior HR&A analysis <sup>2</sup>         |
| Urban Wild        | 1.0X            | 1.0X            | National literature <sup>2</sup>  |

<sup>1</sup> Precedents include CITYCENTRE, BLVD Place, West Avenue, River Oaks District

<sup>2</sup> Refer to Appendix E, Literature Review

To understand the capacity for new development within each Project study area, HR&A developed assumptions for the density of new development and multiplied that density by the land square footage of developable land, which was determined through a rigorous soft site analysis. HR&A applied the pace of development premiums to the existing pace of development for each study area, assuming no new development would occur beyond each study area's capacity. Individual soft sites are highlighted on the Project study area maps in Appendix A.

#### Density and Soft Site Methodology

This projected development assumes a density and typology commensurate with recent development in central Houston. HR&A developed five density typologies based on each study area's urban condition and identified an approximate density for each. The five typologies are: Convention District, Mid-Rise, Existing Downtown, Existing Northside, and Green District.

<sup>10</sup> Klyde Warren has catalyzed an 8.0X increase in the pace of development in the surrounding area, which emphasizes the potentially transformative effects of a signature park but would distort the projected impact of a comparable park under a conservative approach.

### Anticipated Density Assumptions (Figure 18)

| Sub District        | FAR   |
|---------------------|-------|
| Convention District | 5.73  |
| Mid-Rise            | 2.37  |
| Existing Downtown   | 10.18 |
| Existing Northside  | 0.45  |
| Green Districts     | 1.94  |

For each typology, HR&A identified examples of recent central Houston developments and used their observed floor-area-ratio (FAR) to estimate feasible densities for the study areas that fell under the Convention District, Mid-Rise, and Existing Downtown typologies. Given the low number of recent new developments in Northside, and with the assumption that the opportunities in this area (Little White Oak and North Main Cap) will not catalyze significant density premiums for future development, this analysis used the area's existing density for development capacity calculations. For the Green District typology, HR&A used four precedent district-scale developments in greater Houston to estimate density. Projected density was assumed to be the average between existing FARs and the average FARs of precedent projects—a conservative estimate that accounts for the relatively large developable land area of each proposed Green District compared to precedent developments. For development within the study areas of Signature Parks, HR&A applied a conceptual density premium of 15% under the Low scenario and 25% under the High scenario to reflect additional uses and product types that may be feasible with park-premium rents.

HR&A worked with HDMD to undertake a comprehensive soft site analysis to understand the square footage of potentially developable land within each Project study area. The total square footage was calculated for parcels within each study area that met these four criteria:

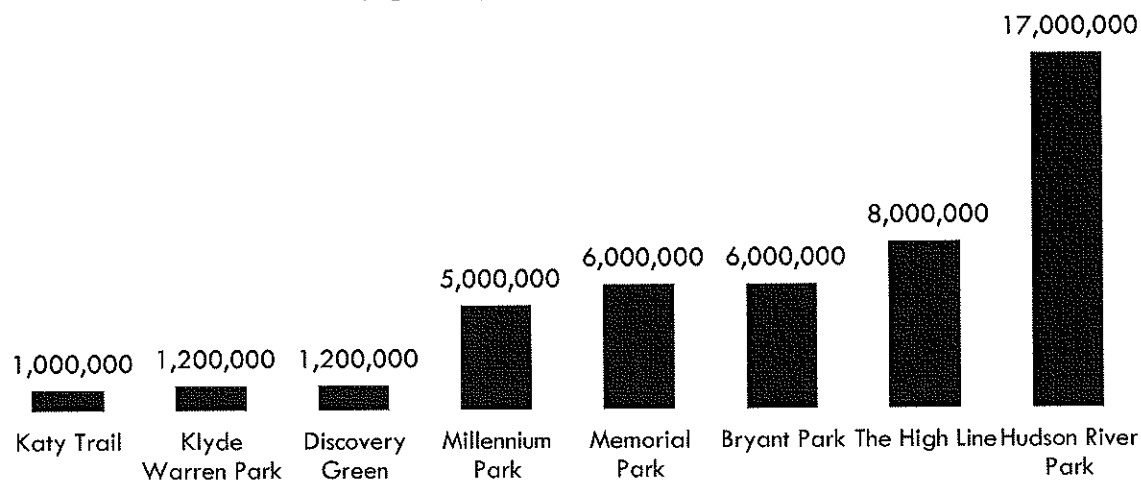
- Parcels that are larger than 30K square feet;
- Parcels that are not in the path of the highway development;
- Parcels that are not already scheduled for development; and
- Parcels that are underbuilt or have no buildings.

In addition, HR&A performed a qualitative analysis with HDMD to confirm additional soft sites and eliminate those identified from the preliminary analysis that were untenable. As a final component of the methodology, HR&A included 60% of surface parking lots' square footage in the analysis, assuming 40% will remain undeveloped because of parking demand or lot profitability.

### VISITATION

Public spaces are often among a city's most visited attractions, drawing new visitors from outside of the city and encouraging other visitors to stay longer and spend more. While visitation varies widely by park program, neighborhood context, and citywide visitation trends, HR&A's assessment found that comparable parks attracted millions of visitors per year. Signature parks located within downtown contexts often have lower overall visitation than other locally-oriented parks in their cities; however, signature parks typically attract the highest share of out-of-region visitors in a given city.

### Precedent Park Annual Visitation (Figure 19)



HR&A calculated local day visitors, out-of-town visitors, and total net new visitor spending both at the individual Project level and for the civic opportunity vision as a whole. The analysis relies on visitation data from a set of local peer and national destinations, as well as on visitor spending data for Houston as a whole. An estimated 34% of net new visitors would be from out-of-town and net new spending by those visitors was calculated by assuming a premium of 1/4 extra day spent in Houston to visit a park or network of parks.<sup>11</sup>

### Visitor Spending Premiums (Figure 20)

| Typology   | Low                | High               |
|--|--------------------|--------------------|
| Signature Park   | 1.4M Annual Visits | 1.8M Annual Visits |
| Highly Programmed Neighborhood Park (e.g., West Bayou) | 0.7M Annual Visits | 0.9M Annual Visits |

HR&A's analysis also considered the value that signature multi-park networks on the scale of the NHHIP would generate above and beyond the sum of each individual Project. HR&A identified two peer downtown public space networks—the Beltline in Atlanta and the Rose Kennedy Greenway, Boston Common, and Lawn on D in Boston. While exact visitation figures for these park networks were hard to come by due to visitors likely visiting more than one park in a single outing, these networks see approximately 6 million and 4 million people per year, respectively.<sup>12</sup>

In addition to boosting daily visitation, certain components of the civic opportunity vision—specifically the proposed EaDo Cap—would provide the physical space to attract a new tier of festivals and events that the city cannot host under existing space constraints. Each of these events—including World Cup games, additional Super Bowls, or major music festivals—bring hundreds of thousands of visitors and can generate hundreds of millions in economic impact. HR&A analyzed recent major local events along with aspirational national events such as music festivals to estimate the visitation and economic impact that these sorts of events

<sup>11</sup> Out-of-town visitation is calculated as the average of Klyde Warren (21%), Discovery Green (20%), and the High Line (60%)

<sup>12</sup> City of Boston; Beltline.org



would bring to Houston. HR&A estimated the number of additional major events the city would be able to host with the addition of the EaDo Cap.

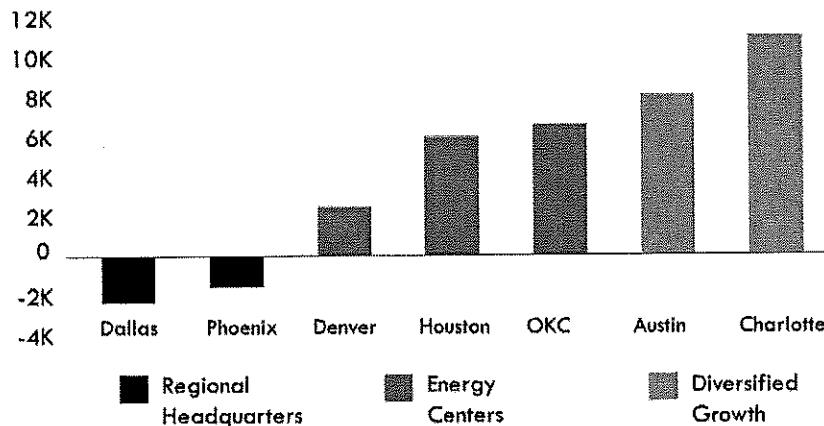
## RESIDENT AND WORKER ATTRACTION

Public space amenities inform worker and employer location decisions, both within a region and between metropolitan areas. Knowledge workers and the companies that employ them increasingly seek an amenitized urban experience. For example, Amazon's second headquarters bid identifies these amenities among its top eight priorities for location. The peer cities' signature parks set precedents for the power of brand value in attracting and retaining residents and workers. New York's Central Park and High Line, and Chicago's Millennium Park contribute to the marketability of both their surrounding neighborhoods and to their city as a whole.<sup>13</sup> The as-of-yet unbranded civic opportunities related to the NHHIP can develop similar brand value for central Houston.

The data for this benefit is not comprehensive and has some inherent deficiencies. To compensate, "consider if" tests have been employed, as described below, that are commonly used in the absence of sufficient supporting data. The approach to this analysis can be broken into three steps, each of which is described in detail below:

1. **Evaluate competing downtowns' growth in relation to their public realm investment.** Downtown's resident and worker populations have grown steadily over the past ten years; however, their growth lags that of competitive downtowns. These competitors have high quality urban parks and amenities, and those that are ahead of Houston in adding to them (e.g., Austin, Charlotte, Seattle, Minneapolis) have added new residents and workers at up to twice the rate of Downtown Houston, particularly in the high-tech/high-talent segments Houston seeks to attract to the region.<sup>14</sup>

**Downtown Job Growth (2009-2014) (Figure 21)**



2. **Understand the drivers of location preference among Downtown Houston's target residents and worker markets, including public realm quality.** Public spaces are important amenities to residents and employees of dense cities. The High Line has become the focal point of a thriving arts and cultural

<sup>13</sup> HR&A Advisors, Inc., *Dallas Value of Parks and Klyde Warren Park Economic Impact*

<sup>14</sup> Assumes Downtown Houston boundaries as defined in *Plan Downtown: Converging Culture, Lifestyle & Commerce*

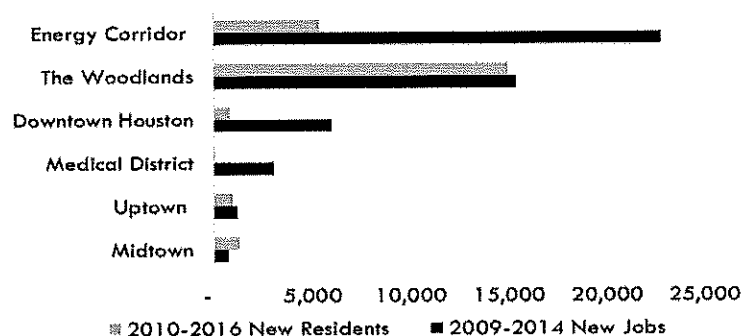
district in the Chelsea neighborhood; it has also anchored new employment growth, such as Google's New York headquarters, and contributed to New York's economic dynamism over the past decade. Employers gravitate to the neighborhoods and cities whose quality of life attracts and supports their workforce and business needs. The civic opportunity network's size, location, and likely visitation offer unique opportunities to attract new residents and employers to Downtown and the surrounding central city neighborhoods.

Moreover, recent studies of central city future growth suggest public space quality is a key consideration in live/work location. Public spaces have been consistently identified as a key amenity to residents and workers, and both residents and employers gravitate to the neighborhoods whose quality of life attracts and supports their needs. A 2015 study by the Urban Land Institute identified the quality of the urban environment as the single most important factor to residents selecting their housing.<sup>15</sup> Within Houston, a 2016 survey by the Kinder Institute found that over half of Harris County residents believe that investment in parks and trails is "very important" to the future of the city – a share that is growing significantly from year to year.<sup>16</sup>

3. **Evaluate the potential for growth proximate to and in Downtown Houston when compared to other mixed-use urban centers in the region.** By reinforcing Downtown's urban appeal, the civic opportunities can close the growth gap between Downtown Houston and competing downtowns on the national stage. For the purposes of this analysis, HR&A estimates that with a significant investment in the urban core experience, Houston can close half of the "growth gap" with Austin, adding approximately 500 workers and 400 residents per year above baseline trends.

HR&A tested this assumption by comparing Downtown's resident and business growth over the past five years to that of other mixed-use districts in Greater Houston including the Woodlands, the Energy Corridor, Uptown, TMC, and Midtown. Half of Austin's growth gap is equivalent to one third of the growth gap between Downtown Houston and the Woodlands/Energy Corridor, both of which have experienced significant worker and resident growth in the last decade.

**Residential and Job Growth among Selected Houston Districts (2009-2016) (Figure 22)**



To quantify the economic impact of closing the gap between Downtown Houston and other strong Houston neighborhoods, HR&A used the average economic productivity of central Houston workers

<sup>15</sup> <http://uli.org/wp-content/uploads/ULI-Documents/America-in-2015.pdf>

<sup>16</sup> [https://kinder.rice.edu/uploadedFiles/Center\\_for\\_the\\_Study\\_of\\_Houston/53067\\_Rice\\_HoustonAreaSurvey2016\\_Lowres.pdf](https://kinder.rice.edu/uploadedFiles/Center_for_the_Study_of_Houston/53067_Rice_HoustonAreaSurvey2016_Lowres.pdf)

as a proxy for their total value to the larger economy. HR&A did not develop a proxy for resident economic impact, as housing spend is already accounted for through the real estate premium and development analyses.

#### Central Houston Worker Attraction (Figure 23)

|  | Projected New Workers Over Next 20 Years |
|--|--|
| <b>Central Houston (Baseline)</b>                              | <b>24,000</b>                            |
| <b>Target District Average</b>                                 | <b>42,000</b>                            |
| Texas Medical Center (TMC)                                     | 12,000                                   |
| Energy Corridor  | 91,000                                   |
| Uptown   | 5,000                                    |
| The Woodlands  | 62,000                                   |
| <b>Central Houston (with NHHIP civic opportunity vision) *</b> | <b>33,000</b>                            |
| <b>Central Houston Net New</b>                                 | <b>9,000</b>                             |

\* Assuming central Houston closes ½ of the growth rate between baseline growth and growth of peer areas. Central Houston baseline figures from *Plan Downtown*.

#### Central Houston Resident Attraction (Figure 24)

|  | Projected New Residents Over Next 20 Years |
|--|--|
| <b>Central Houston (Baseline)</b>                              | <b>3,000</b>                               |
| <b>Target District Average</b>                                 | <b>18,000</b>                              |
| Texas Medical Center (TMC)                                     | 200  |
| Energy Corridor  | 18,000                                     |
| Uptown   | 3,000                                      |
| The Woodlands  | 50,000                                     |
| <b>Central Houston (with NHHIP civic opportunity vision) *</b> | <b>10,000</b>                              |
| <b>Central Houston Net New</b>                                 | <b>7,000</b>                               |

\* Assuming central Houston closes 1/2 of the growth rate between baseline growth and growth of peer areas. Central Houston baseline figures from *Plan Downtown*.

## COMMUNITY BENEFIT METHODOLOGIES

HR&A also analyzed Community Benefits that will be enjoyed by the visitors to the proposed network's public spaces and adjacent communities: enhanced stormwater management, multimodal mobility, and public space access and community cohesion. These benefits can be described and quantified, but are more difficult to monetize for Project funding.

### ENHANCED STORMWATER MANAGEMENT

Public spaces often provide environmental value and resiliency benefits through increased stormwater detention or retention, which mitigates the risk of flooding while also improving water quality. Greater stormwater management capacity in certain Project study areas makes Houston more resilient overall by protecting other communities within the watershed. Using preliminary information on the location and size of planned stormwater management interventions planned as part of the NHHIP, along with data associated with typical green infrastructure in stormwater parks, HR&A calculated the number of gallons of stormwater for Urban Wild Projects that have large stormwater management features, notably Northeast Downtown and Little White Oak Bayou.

## **MULTIMODAL MOBILITY**

Parks provide commuters and recreational users with alternative modes of travel via multi-mode trails that support walking, jogging, and biking. Users of all ages, including seniors and children, can access safe pathways without concerns related to vehicular traffic conflicts. Using census data to identify the total number of workers that live and work within a 1.5-mile radius extending outward from central Houston and identifying the mode share of these workers, HR&A calculated the number of commuters that currently bike or walk as their primary mode of transportation. These commuters would experience increased mobility options as a result of the trail network proposed across multiple Projects, as would new or existing residents who currently commute otherwise but would shift modes with better biking and walking infrastructure.

## **PUBLIC SPACE ACCESS AND COMMUNITY COHESION**

Public spaces strengthen and expand social networks within a community, serving as gathering places for friends, families, and business partners to meet and as event spaces for interactive and diverse programming. Using the Trust for Public Lands' Park Evaluator tool, HR&A calculated the net new population that would have access to each Project.

## **TOTAL PROGRAM BENEFITS**

To calculate the cumulative benefits of the civic opportunities, HR&A developed a single Impact Area. Summing the individual Project impacts would lead to double-counting given the significant overlap between study areas. For instance, if a parcel is within the study areas of two or more Projects, the impacts of those Projects on that parcel's real estate value, development potential, or capacity to add new workers and residents would not necessarily be additive. HR&A also identified several benefits for which the total net impact would be greater than the sum of its parts: visitor spending, worker and resident attraction/retention, retail spending, stormwater management, and mobility. These benefits are assessed at the system scale in addition to (or in lieu of) impacts assessed at the Project scale.

**Benefits of the program as a whole, of each Project, economic benefits, and community benefits are identified and discussed in the sections that follow.** Those sections are:

- **Economic & Community Benefit Assessment:** The benefits of the civic opportunity vision as a whole and the relative benefits of each Project.
- **Benefits by Project:** The vision, context, anticipated benefits, and implementation considerations for each of the Projects.
- **Next Steps:** Preliminary implementation considerations and next steps for central Houston stakeholders.

# ECONOMIC AND COMMUNITY BENEFIT ASSESSMENT

## SUMMARY OF FINDINGS

Full implementation of the NHHIP civic opportunities will generate economic benefits on the order of **\$5.6 - \$9.0 billion (20-year NPV)**, in addition to significant community benefits. This benefit estimation is conservative. The findings are well within the observed economic impacts for comparable signature parks: impacts per Signature Park Project are \$600 million to \$1.6 billion depending on program and context, while signature parks in other cities have demonstrated impacts, on average, of approximately \$1 billion.<sup>17</sup>

### Summary of Program-Wide Economic Benefits (Figure 25)

| Total Economic Benefits        | Low             | Median          | High            |
|--------------------------------|-----------------|-----------------|-----------------|
| Worker and Resident Attraction | \$3,300M        | \$4,400M        | \$5,500M        |
| Visitor Spending               | \$900M          | \$1,100M        | \$1,300M        |
| Real Estate Development        | \$800M          | \$1,000M        | \$1,300M        |
| Real Estate Premiums           | \$600M          | \$700M          | \$900M          |
| <b>Total</b>                   | <b>\$5,600M</b> | <b>\$7,200M</b> | <b>\$9,000M</b> |

Real estate and visitation benefits account for \$2.3 - \$3.5 billion in benefits for the overall program. These benefits are most easily monetized for Project funding.

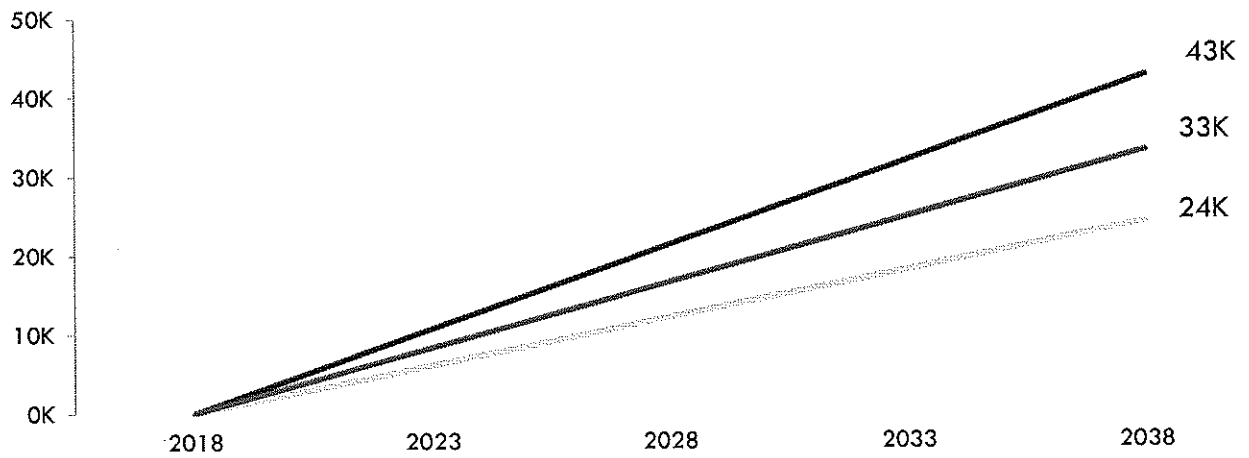
## WORKER AND RESIDENT ATTRACTION

By far the most significant economic benefit of the civic opportunity vision is the ability to increase resident and business attraction to central Houston, a potential impact of **\$3.3 - \$5.5 billion**. Houston's Downtown, like downtowns nationally, can support the growth of new industry sectors, especially technology and innovation. With the public space network, the addition of nearly 500 highly-skilled workers each year may induce start-ups, including tech firms, to consider central Houston as a location for their headquarters when they previously would not have considered the neighborhood, or even Houston, as an option. Their relocation would add to the knowledge economy base, spurring further relocations and new businesses to take advantage of a range of clustering benefits. These new workers could in turn spend some of their earnings locally creating further Houston jobs. Similarly, the overall NHHIP civic opportunity network is projected to increase central Houston's population by nearly 400 residents a year above baseline growth. These residents will facilitate stronger park programming, incentivize the creation of diverse and high-quality retail, and evolve into a self-sustaining community. Figures 26 and 27 illustrate the theoretical impact of the civic opportunities on the number of net new workers and residents in central Houston between now and 2038.

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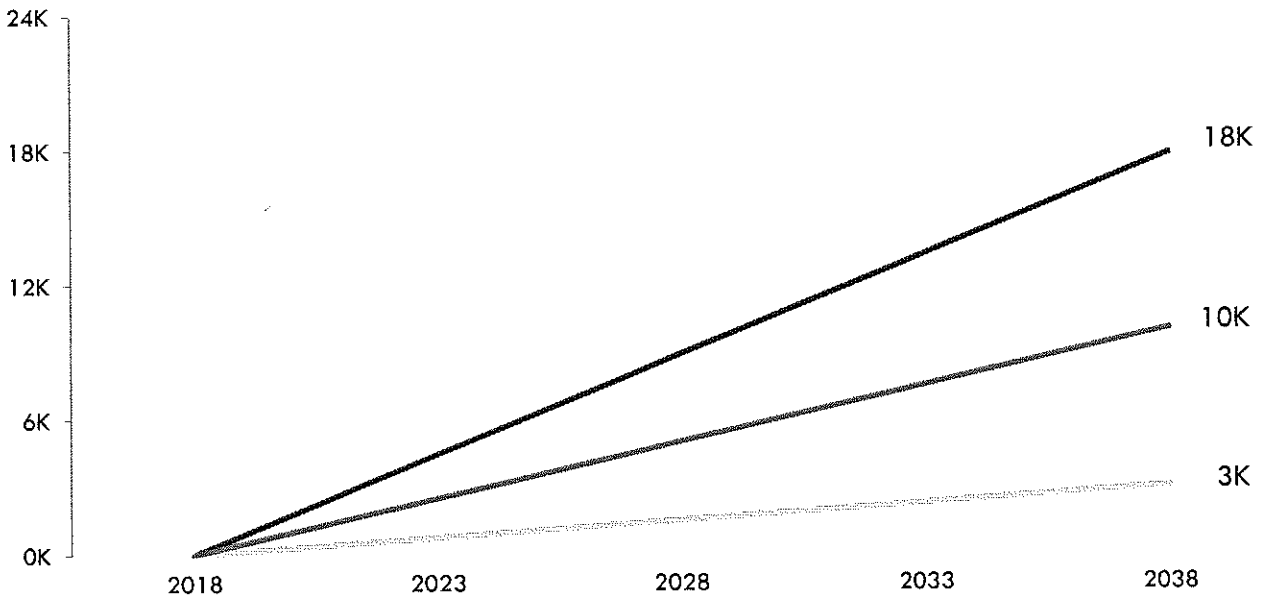
<sup>17</sup> Per literature review and prior HR&A analysis

**Net New Workers in Central Houston vs. Target Neighborhood Average (Figure 26)**



Central Houston (Baseline) — Target Neighborhood Average — Central Houston (with full civic opportunity vision)

**Net New Residents in Central Houston vs. Target Neighborhood Average (Figure 27)**



Central Houston (Baseline) — Target Neighborhood Average — Central Houston (with full civic opportunity vision)



## REAL ESTATE PREMIUMS

The overall civic opportunities can enhance the value of nearby existing real estate assets by between **\$560 and \$890 million**. Much of central Houston's existing real estate value is concentrated away from the highways, along its major north-south corridors such as Main Street and Louisiana Street. There are currently under-developed areas on Downtown's edges, particularly on the eastern, northern, and southern edges, which stand to gain the most from the improved public space access, programming, and connectivity. A Project-by-Project summary of the premium to existing real estate is below in Figure 28.

### Existing Property Value Premium Summary (Figure 28)

| Project Option*              | Total (Low)   | Total (High)  |
|------------------------------|---------------|---------------|
| Pierce Linear (Signature)    | \$300M        | \$485M        |
| EaDo Cap                     | \$170M        | \$260M        |
| Pierce Linear (Neighborhood) | \$125M        | \$180M        |
| Southwest Downtown           | \$30M         | \$55M         |
| West Bayou                   | \$20M         | \$40M         |
| UH Downtown                  | \$15M         | \$15M         |
| Warehouse District           | \$10M         | \$10M         |
| City Complex                 | \$10M         | \$10M         |
| All Other Projects           | \$5M          | \$10M         |
| <b>Program-Wide</b>          | <b>\$560M</b> | <b>\$890M</b> |

\* See Appendix A for project study area boundaries.

Note: Program-wide benefits are discounted due to overlapping study areas

## REAL ESTATE DEVELOPMENT

Investment in the civic opportunity vision can strengthen Houston's already strong real estate development trends, attracting between approximately \$770 million and \$1.3 billion in net new real estate investment in and around the total opportunity area. These benefits are most pronounced in areas with strong development momentum, ample development sites, and a Project vision that can be catalytic in its context (typically a Signature Park). A Project-by-Project summary of the incremental value of new development is below in Figure 29.

**Incremental Value of New Development (Figure 29)**

| <b>Project Option*</b>       | <b>Total (Low)</b> | <b>Total (High)</b> |
|------------------------------|--------------------|---------------------|
| Pierce Linear (Signature)    | \$235M             | \$575M              |
| EaDo Cap                     | \$355M             | \$575M              |
| Warehouse District           | \$120M             | \$145M              |
| Pierce Linear (Neighborhood) | \$95M              | \$115M              |
| UH Downtown                  | \$45M              | \$55M               |
| City Complex                 | \$60M              | \$70M               |
| West Bayou                   | \$10M              | \$15M               |
| Southwest Downtown           | \$10M              | \$15M               |
| All Other Projects           | \$5M               | \$10M               |
| <b>Program-Wide</b>          | <b>\$770M</b>      | <b>\$1,330M</b>     |

\* See Appendix A for project study area boundaries.

Note: Program-wide benefits are discounted due to overlapping study areas

## VISITOR SPENDING

The NHHIP civic opportunities can attract new visitor spending of between \$930 million and \$1.3 billion over 20 years. This value is composed of four components: increased regional day visitation, extended stay for out-of-region visitors, an increase in visitation to each Project with the completion of the full vision, and increased frequency of major central Houston events (e.g., World Cup, Austin City Limits). Together, these factors correspond to 5 to 7 million new visits to central Houston—including .5 to 2 million visitors per Signature Park. Figure 30 shows the projected visitation benefit by project, and assumes that completing the full program would generate a visitation premium above and beyond the sum of the component Projects. This premium is assumed to be approximately equal to an additional Signature Park.

**Tourism and Visitation Summary (Figure 30)**

| Park Option                        | Annual Visits |           | Net New Visitor Spend |               | Net New Event Spend |               |
|------------------------------------|---------------|-----------|-----------------------|---------------|---------------------|---------------|
|                                    | Low           | High      | Low                   | High          | Low                 | High          |
| EaDo Cap                           | 1.5M          | 2M        | \$240M                | \$300M        | \$240M              | \$480M        |
| West Bayou                         | 0.5M          | 1M        | \$60M                 | \$75M         | -                   | -             |
| Pierce Linear (Signature)          | 1.5M          | 2M        | \$120M                | \$150M        | -                   | -             |
| Complete Civic Opportunity Premium | 1.5M          | 2M        | \$270M                | \$340M        | -                   | -             |
| <b>Program-Wide</b>                | <b>5M</b>     | <b>7M</b> | <b>\$690M</b>         | <b>\$870M</b> | <b>\$240M</b>       | <b>\$480M</b> |

These visitation estimates are within the range of observed visitation to major public spaces in Houston, and reflect the distribution of visitation across parks in other downtowns with robust public space networks (Boston, Chicago, New York City) as referenced in the Methodology section. The increase in major public events—specifically the type of music festivals and global sporting events that require significant public space for fan festivals and close proximity to the George R. Brown Convention Center—is estimated to have economic impacts of between \$120 million and \$240 million per event, in line with major public events in Houston and across the country. This benefit will accrue not only as a result of the increased physical space, but also due to the City of Houston's improved marketing acumen that is vital for attracting event organizers of this scale.

## COMMUNITY BENEFITS

With robust connections across neighborhoods and job centers; the ability to host large- and small-scale events; and plenty of public space for relaxation, recreation, and community gathering; the NHHIP civic opportunity vision is uniquely positioned to generate significant social, cultural, and environmental benefits.

### STORMWATER

The overall civic opportunities can significantly increase the stormwater retention capacity within the area by retaining over 100 million gallons of stormwater. These figures represent a conservative estimate of the stormwater management capacities, which are highly dependent on the final design of the Urban Wild Projects. In addition, these investments can offer increased protection of existing and future buildings and assets along the lowest-elevation portions of central Houston from future stormwater flooding. These investments will also benefit communities downstream, such as the historic wards, during flooding events. See Appendix D for a breakdown of stormwater retention by Project.

### PARK ACCESS

Once completed, the Projects within the NHHIP civic vision would provide public space access to approximately 4,000 people who currently do not live within walking distance of a park. While this is a small percentage of the 60,000 people who live within walking distance of one of the proposed parks, existing parks vary in quality and diversity of the landscape and activities available to residents. Some residents must travel a long distance to reach a park for recreational activities such as baseball or swimming. Over a third of residents within walking distance of the civic opportunities are low income, earning less than \$25,000 per year, while 16% are children and 7% are seniors. Once completed, the overall network would enhance the quality of public life for residents of all incomes and ages.

### MOBILITY AND CONNECTIVITY

The completed civic opportunity vision can improve mobility and connectivity for residents throughout central Houston. 800 commuters already bike or walk to work within the study area. The completed civic opportunity network will improve commute quality and potentially reduce commute time. HR&A anticipates that investments will significantly increase the number of bike and walk commuters by increasing central Houston's population and shifting the mode share of existing automotive commuters. For instance, Dutch Kills Green—a small green district created in Queens, NY—has led to a 12% increase in bicycle traffic since the park opened in 2012.<sup>18</sup> The vision will also support central Houston's multimodal connectivity and transit utilization with new pedestrian and bike infrastructure that can tie into the METRO system, helping to connect 150 miles of hike and bike trails throughout the region by 2020. For example, the Midtown Main Cap will connect residents on both sides of the Southwest Freeway to METRORail's Wheeler Station, which is adjacent to the Project site and is being considered as a possible transfer hub for the proposed Blue Line expansion.

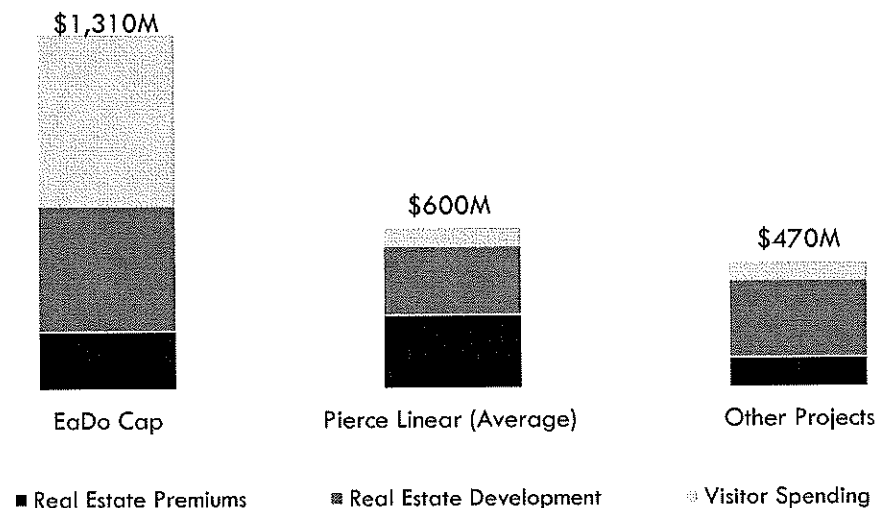
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<sup>18</sup> <https://landscapeperformance.org/sites/default/files/Dutch%20Kills%20Green%20Methodology.pdf>

# BENEFITS BY PROJECT

Together, the EaDo Cap and Pierce Linear account for 80% of the Project-specific economic impacts of the civic opportunities related to the NHHIP. A detailed summary of the potential impacts and implementation considerations, including design, program, and funding, of each project can be found within this section.

**Median Economic Benefits by Project (Figure 31)**



**Median Summary Economic Benefits by Project (Figure 32)**

| Park Option                  | Real Estate Premiums | Real Estate Development | Visitor Spending | Total           |
|------------------------------|----------------------|-------------------------|------------------|-----------------|
| EaDo Cap                     | \$215M               | \$465M                  | \$630M           | \$1,310M        |
| Pierce Linear (Signature)    | \$395M               | \$405M                  | \$135M           | \$935M          |
| Pierce Linear (Neighborhood) | \$150M               | \$105M                  | -                | \$255M          |
| Warehouse District           | \$10M                | \$135M                  | -                | \$145M          |
| West Bayou                   | \$30M                | \$15M                   | \$65M            | \$110M          |
| City Complex                 | \$10M                | \$65M                   | -                | \$75M           |
| UH Downtown                  | \$10M                | \$50M                   | -                | \$60M           |
| Southwest Downtown           | \$40M                | \$10M                   | -                | \$50M           |
| Midtown Main Cap             | -                    | \$10M                   | -                | \$10M           |
| All Other Projects           | \$10M                | \$5M                    | -                | \$15M           |
| <b>Program-Wide</b>          | <b>\$500M</b>        | <b>\$800M</b>           | <b>\$600M</b>    | <b>\$2,150M</b> |

Note: Discounted from sum of all Projects due to overlap between study areas

Note: Values marked as "-" are not significant

## EADO CAP

### Project Overview & Context

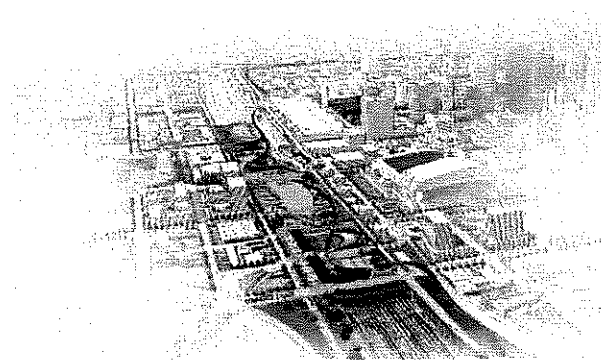
The NHHIP will significantly alter the highway corridor between Downtown's Convention and Ballpark districts and the East Downtown (EaDo), widening the Interstate 45 and 69 infrastructure while sinking it below grade. This will allow for greater connectivity between Downtown and EaDo. This major infrastructure investment will be delivered in a manner that facilitates the creation of a cap park above the realigned highway corridor. The civic opportunity vision capitalizes on this transportation infrastructure investment with a 30-acre highly-programmed signature park.

This investment builds on significant market activity on either side of the highway. The east side of Downtown is home to many of the city's most iconic and visited tourism and entertainment destinations: Minute Maid Park, Discovery Green, the George R. Brown Convention Center, Avenida Houston, the Toyota Center, and two large convention hotels, the Hilton Americas and the Marriott Marquis. Meanwhile, EaDo is home to BBVA Compass Stadium and to popular restaurants and destinations such as the 8<sup>th</sup> Wonder Brewery. Both neighborhoods are home to new multifamily development, including 500 Crawford, Catalyst, and one Park Place in Downtown and Lofts at the Ballpark and Circuit Apartments in EaDo. Together, these neighborhoods are envisioned as a connected mid-rise, mixed-use entertainment district. The Project study area is home to nearly 20 acres of surface parking lots, many used for event parking, that could be developed as mixed-use sites to further enhance the area for residents and visitors. Several new development parcels will be created as a result of the NHHIP project on the east side of the new highway alignment, adjacent to the historic Cheek-Neal Coffee Building. The Project also offers an opportunity to connect into the Columbia Tap Trail, providing a bike and trail connection to neighborhoods further south, including the historic Third Ward.

*Existing Conditions*



*Proposed Design (Signature Park)*



| Economic Benefits             | Low             | Median          | High            |
|-------------------------------|-----------------|-----------------|-----------------|
| Visitor Spending              | \$240M          | \$270M          | \$300M          |
| New Events                    | \$240M          | \$360M          | \$480M          |
| Real Estate Development       | \$355M          | \$465M          | \$575M          |
| Real Estate Premiums          | \$170M          | \$215M          | \$260M          |
| <b>Total Economic Benefit</b> | <b>\$1,005M</b> | <b>\$1,310M</b> | <b>\$1,615M</b> |



## Key Benefits

- ***The EaDo Cap generates the highest economic benefits of the proposed Projects at approximately \$1.3 billion.*** This impact reflects the scale of the investment, which is likely to be the costliest of those considered, as well as the opportunity afforded by the site and surrounding context.
- ***This Project offers the most significant impacts of the twelve Projects for out-of-town visitation—accounting for over 80% of the total visitor spending benefits of the total civic vision.*** The program, size, and location of the site offer a rare opportunity to extend the impact of Discovery Green, the George R. Brown Convention Center, and the sports facilities to support the visitor economy, drawing net new visitors to Houston and serving as a regional destination. This benefit is driven by two key factors. The first is the cap park's co-location adjacent the major assets of the Downtown tourism, entertainment, and convention industry. The Project will support these assets, encouraging between 1.4 and 1.7 million annual visitors to spend more time and money within Downtown and EaDo. Second, the scale and location of the Project can attract large-format events, including multi-day and multi-venue events such as the World Cup or large music festivals, that require significant public space. The committed and capable leadership of HDMD, the City, Houston First, and the Harris County Houston Sports Authority have a legacy of success in attracting and executing these types of events, notably Super Bowls XXXVIII and LI. These civic leaders are well-positioned to realize the potential visitation benefits of the EaDo Cap.
- ***This Project's significant real estate benefits are primarily a function of its ability to attract new development to vacant and underbuilt sites, particularly east of I-69.*** Currently, there are approximately 27 acres of developable land within a quarter-mile radius of the Project. Recent investments in the sports stadia, the George R. Brown Convention Center and convention center hotels, and the public realm at Discovery Green and Avenida Houston have primed the pump for development in this submarket. The private response has already begun with new hotel and residential investment on the Downtown side of I-69. The sites in the northern part of the study area benefit from both a new public space amenity and significant enhanced connectivity to Downtown. Several development sites immediately abut the proposed Project on its eastern edge, just north of the Texas Avenue and METRO light rail—these parcels will be particularly well-positioned to evolve into high-density mixed-use space that engages with the proposed EaDo Cap. These parcels and others on the northern half of the site will also benefit from stronger connections to the value and activity in the rest of Downtown and EaDo. While development sites at the southern end of the study area will benefit from proximity to the Project, access to Downtown will remain somewhat impeded due to the realigned Interstate 45 infrastructure and planned expansion of the George R. Brown Convention Center to the south, near Toyota Center.

## Programming & Design Considerations

- ***The design of the EaDo Cap should support the space requirements for large events.*** For instance, Downtown was the site of Super Bowl Live during Super Bowl LI—this week-long fan experience zone occupied Discovery Green and almost five full city blocks, approximately 29 acres.<sup>19</sup> Similarly, successful music festivals such as Austin City Limits have multiple stages for performers and often require festival grounds larger than what Downtown Houston can currently host today.

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<sup>19</sup> <http://www.housuperbowl.com/wp-content/uploads/2016/11/road-closures-sm.pdf>; HDMD

- ***If the Project is limited in size, prioritize investments in the northern portion of the Project geography to connect Downtown and EaDo.*** There should be a focus on key parcels north of Texas Avenue, including the Lot B parking areas, as well as the park-fronting sites to the north and south of the Cheek-Neal Building. Leveraging the existing METRORail station in EaDo for transit-oriented development should be a priority throughout the design development process.
- ***Activate the edges of the Project along key development sites and connections to major visitor assets to support value creation.*** Connections from the Project to Minute Maid Park, BBVA Compass Stadium, the Convention Center, and Discovery Green should be emphasized, along with connections to soft sites that could be home to the highest-value development. The creation of an entertainment district, connecting the existing entertainment assets with the EaDo Cap, will provide visitors additional amenities and will likely result in longer trips and more value to the City.

### **Implementation Considerations**

- ***Align nearby tourism and entertainment stakeholders that stand to benefit from the Project to support implementation.*** This includes the Astros, Dynamo, Harris County Houston Sports Authority, and Houston First (managing the George R. Brown Convention Center and the Hilton Americas) as potential funding partners. Houston First can help to mobilize these partners and provide a mechanism, through Hotel Occupancy Taxes, to leverage the Project's visitor benefits for funding.
- ***The Project site sits within two separate Tax Increment Reinvestment Zones (TIRZs), which offer mechanisms through which to leverage new development for Project funding.*** Civic leaders should coordinate with City and County TIRZs prior to Project investment to share in the real estate benefits the Project will create and leverage these benefits for capital funding.
- ***This Project will be highly utilized; civic leaders should develop an earned income and sponsorship program that complements existing offerings in the neighborhood and can monetize visitation for park operations.*** This is unlikely to include significant food and beverage programming given the supply of restaurants at Avenida, but may include sites for private events affiliated with the George R. Brown Convention Center and corporate partnerships, as well as other venues for local programming and activity. Existing food and beverage establishments in EaDo that are displaced as a result of the NHHIP highway widening may also have a role in reestablishing their businesses in proximity to the EaDo Cap.

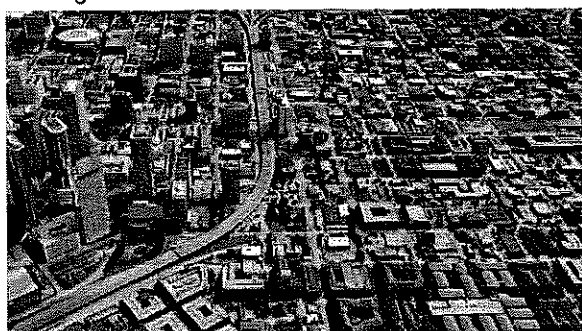
## PIERCE LINEAR

### Project Overview & Context

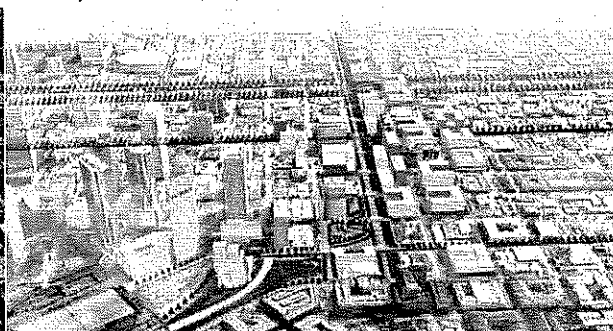
The current alignment of Interstate 45 along the west and south edges of Downtown will be relocated to the north and east edges of Downtown, allowing for the highway's removal or repositioning as a destination public space. HR&A compared two distinct options for the site: (1) repurposing a portion of the current Pierce Elevated structure as a destination, above-grade 'Sky Park' stretching from Brazos to Caroline (the "Pierce Signature"), and (2) demolishing the Pierce Elevated in its entirety to create a neighborhood chain of parks and green streetscapes along with new development sites in the existing highway right-of-way. The former option includes world-class design and a high level of programming that together attract visitors from across the region, which would not only lead to increased visitor spending but would also catalyze higher real estate premiums over a wider impact area than the latter option, which will include a more modest design and a level of programming in line with community parks. Thus, HR&A categorized the first option as a Signature Park and the second as a Neighborhood Park, with higher real estate premiums and a wider study area for the Signature Park option versus the Neighborhood Park option. HR&A's analysis does not consider any possible deleterious impacts of keeping a portion of the Pierce Elevated intact, such as shadow and view plane interruptions or limited activation at street level.

This Project has the potential to stitch together emerging communities at the southern edge of Downtown and in Midtown. The Project is located in an active development market with significant development sites. Both sides of the Pierce Elevated are currently experiencing substantial new development—such as 1825 San Jacinto Street and 1711 Caroline Street—and numerous underdeveloped sites would be ripe for similar growth with the advancement of the Project. With over one million square feet of vacant land and surface parking lots, this Project study area presents an exciting opportunity for revitalization. In fact, by thinning the footprint of the highway (for both the Signature and Neighborhood options), the Project creates a row of new development sites that abut the southern edge of the Project.

*Existing Conditions*



*Proposed Design (Neighborhood Park option shown)*



| Economic Benefits             | Signature Park |               |                 | Neighborhood Park |               |               |
|-------------------------------|----------------|---------------|-----------------|-------------------|---------------|---------------|
|                               | Low            | Median        | High            | Low               | Median        | High          |
| Visitor Spending              | \$120M         | \$135M        | \$150M          | -                 | -             | -             |
| Real Estate Development       | \$235M         | \$405M        | \$570M          | \$95M             | \$105M        | \$115M        |
| Real Estate Premiums          | \$300M         | \$395M        | \$485M          | \$125M            | \$150M        | \$180M        |
| <b>Total Economic Benefit</b> | <b>\$655M</b>  | <b>\$935M</b> | <b>\$1,205M</b> | <b>\$220M</b>     | <b>\$255M</b> | <b>\$295M</b> |

## Comparison of Options

Overall, the Pierce Signature option creates more gross economic impact than the Pierce Neighborhood option, although the impacts of the Neighborhood option are still significant within the context of the overall vision of NHHIP civic opportunities.

- ***This difference in benefits between the two options is driven largely by the Signature Park's ability to attract new visitor spending.*** The Project is somewhat isolated from Downtown's major tourism assets, though it is located between Downtown and the highly-visited Museum District, and along a METRORail corridor. Therefore, the Project's appeal to visitors will be highly contingent upon the ability of its design and programming to draw visitors to the neighborhood. This type of destination programming can be particularly difficult for linear parks because their dimensions limit the types of uses the site can support. Linear parks that succeed in drawing significant visitation, notably the High Line in New York City, are bolstered by multi-million-dollar annual programming and public art investment.<sup>20</sup> At-grade linear parks, such as La Rambla in Barcelona, or the Rose Kennedy Greenway in Boston, also succeed through high levels of programming and ongoing public investment.
- ***The difference in benefits between the two options also reflects the wider radius across which the Pierce Signature increases the value of existing properties.*** As a Signature Park is often seen as a regional amenity, the real estate impacts are felt up to a quarter-mile from the Project, while a Neighborhood Park's impact are accrued within a smaller geography.
- ***This assessment of benefit does not reflect differential costs.*** Until the design of each option is further advanced, specific costs of either option are not known. Given this uncertainty, civic leaders and Pierce stakeholders are advised to continue to advance both alternatives through at least concept design and/or preliminary engineering to better understand implementation considerations including cost and phasing.

## Key Benefits

- ***Both options offer significant real estate development benefits.*** The value of new development for either Project option would be significant, although the Signature Park option does offer greater development potential due to the wider impact of the Project and the inclusion of additional development sites, as compared to a Neighborhood Park configuration.
- ***This Project creates critical open space that serves both existing residents and thousands of new residents and workers that may relocate to the area.*** Today, nearly 1,000 residents within a half-mile from the Project lack park access; the Project will provide those residents with new park access. This Project can also serve as a key gateway and gathering space for both the Midtown and southern Downtown communities. The linearity of the Project offers significant physical exercise and public health potential, with the added benefit of being grade-separated from vehicular traffic under the elevated Signature Park configuration.
- ***The Project will also generate significant mobility and connectivity benefits, connecting the overall system of civic opportunities and extending the regional trail network.*** Note that this benefit would likely be more pronounced under the Neighborhood Park option given the availability of street-level connections and the potential connection east of I-69 to Emancipation Park.

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<sup>20</sup> While the High Line in New York (to which this project has been compared) attracts 8 million visitors per year, the Katy Trail in Dallas, a linear walking and cycling path built along a former railroad (to which this project seems more comparable), attracts roughly 1 million visitors, most of whom are local. The Katy Trail's economic impact has been remarkable, but accrues primarily to existing real estate owners due to the value the trail provides to local residents.

## Programming & Design Considerations

- ***In the case of an elevated Signature Park, vertical circulation is a critical driver of both benefit and cost.*** Future design will need to carefully consider the means of access to elevated portions of the Project. Leveraging private investment to create new vertical circulation access points to the Project as part of development agreements may be a pathway to support greater connectivity to an elevated Signature Park option.
- ***In the case of an elevated park, the area beneath the Project offers significant program opportunities alongside security risks.*** These spaces can offer concessions, event space, and activities not feasible on the above-grade portion of the Project; however, if inadequately programmed, these spaces may continue to attract vagrancy and feel unwelcoming to recreational users or pedestrians. This could have an effect of further dividing Downtown and Midtown and undermining the benefits of the elevated public space above. The ground level experience and integrated management at both the elevated and ground level spaces must be carefully considered as part of future design work for this Project.
- ***Adjacencies to major public and quasi-public uses create near-term obstacles and long-term opportunities for repositioning.*** The Greyhound facility, the METRO Downtown Transit Center, the Midtown Post Office, and Fire Station No. 8 are currently located at key sites near the Project. Over time, working in collaboration with these stakeholders, the Project may support the relocation or consolidation of these uses to support public services but also facilitate new development near the Project.
- ***The Project's eastern entrance is critical to serve residents of the Third Ward,*** providing this stable, moderate-income community a recreational space and a safe pedestrian connection to other neighborhoods and public services. The Project's design should consider options to enhance connectivity to the Third Ward and Emancipation Park via pedestrian and bicycle bridges crossing I-69.

## Implementation Considerations

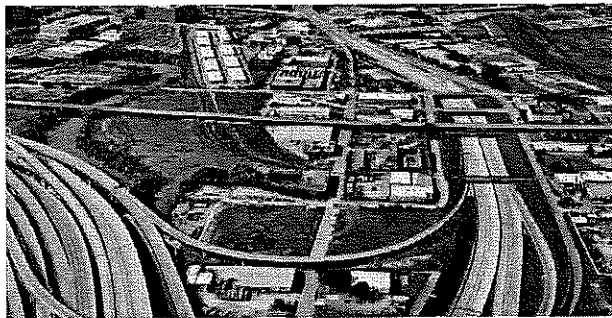
- ***Project funding requires the ability to leverage the value of new real estate development in the Project's vicinity for both capital and operating funding.*** The Project straddles three existing TIRZ's – Downtown, Midtown, and Harris County – and other local stakeholders, including the Midtown Management District and the Midtown Parks Conservancy, should be leading advocates for park funding and design advancement strategies.
- ***The mobility benefits the Project provides may offer opportunities for public-private funding partnerships.*** This would be similar to the transportation funding model for the Bayou Greenways network, leveraging public investment from multiple sources including the City, County, and State, to garner philanthropic and private investment.

## WAREHOUSE

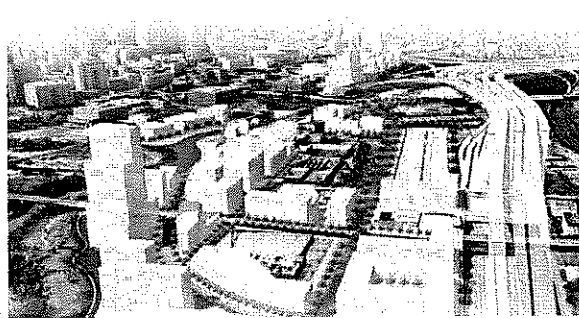
### Project Overview & Context

The segment of Interstate 10 along the northern edge of Downtown Houston will be realigned and rebuilt to accommodate safer vehicular travel. This highway segment will move north to be adjacent to the existing Union Pacific railroad tracks near Hardy Yards. As part of the realignment, Interstate 45 will be rebuilt within the new Interstate 10 right-of-way. Today, the historically significant Warehouse District, to the north of Buffalo Bayou, is a hub for Houston arts and culture. The highway realignment allows for the neighborhood reconnection of several warehouse structures on both sides of the current Interstate 10 alignment, thereby creating a larger critical mass of warehouse structures, several with historic significance. The realignment will also open up new developable land along Buffalo Bayou.<sup>21</sup> A related infrastructure project in the Warehouse District is the north canal, a project of Harris County Flood Control District that creates a bypass channel for White Oak Bayou and creates additional bayou frontage development sites. By using this new footprint as a combination of urban public space, potential university expansion, flood management, and new development, the Warehouse District can enhance connections with the Buffalo and White Oak Bayou trail networks.

Existing Conditions



Proposed Design (Green District)



| Economic Benefits             | Low           | Median        | High          |
|-------------------------------|---------------|---------------|---------------|
| Real Estate Development       | \$120M        | \$135M        | \$145M        |
| Real Estate Premiums          | \$10M         | \$10M         | \$10M         |
| <b>Total Economic Benefit</b> | <b>\$130M</b> | <b>\$145M</b> | <b>\$155M</b> |

### Key Findings

- **Benefits:** The Warehouse District is ripe for new development given its waterfront location, proximity to Downtown, and availability of development sites. Green District investment could spur approximately \$145M in additional development over the next 20 years above projected baseline development. This accounts for the vast majority of the Project's potential economic value.
- **Programming & Design:** Contextually-sensitive development that complements the existing structures through adaptive reuse will be key to establishing a district brand that feels unified and authentic. Efforts should be taken to ensure the historic nature of this area is complemented, not replaced, by future development.

<sup>21</sup> Including 1203 Chapman Street and Sterrett Street, between Elysian Street and McKee Street

- **Implementation:** The Project area sits between two TIRZ's, and its location adjacent to Buffalo Bayou may allow for funding from State or Federal flood control or stormwater management funding sources. The realignment of the current interstate will also allow for significant new development sites that will be publicly owned and available to support funding of the overall civic vision.



## WEST BAYOU

### Project Overview & Context

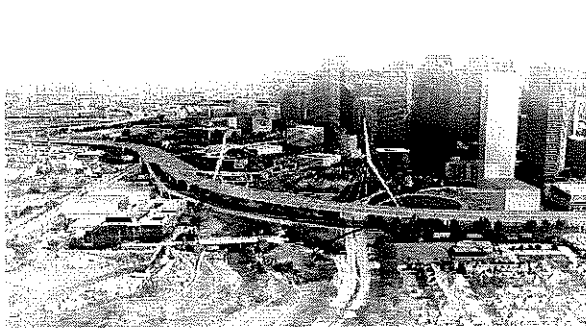
Today, Interstate 45 is a barrier between Buffalo Bayou Park and the Civic Center. As part of NHHIP, Interstate 45 will be relocated from the south and west sides of Downtown to the north and east sides. Along the western edge of Downtown, the existing highway will be replaced by a local "Downtown Connector" alignment. Replacement provides opportunities to enhance public space access into Downtown with improved pedestrian crossings and easier connections to Buffalo Bayou and Sam Houston Parks. The proposed Connector bridge can also be reconceived as a signature bridge that contributes to the Downtown skyline and solidifies the area as a gathering place and destination for Downtown Houston and Buffalo Bayou.

The West Bayou study area includes a variety of built typologies, including publicly owned surface parking lots to the north of the Bayou, adjacent to the Fonde Community Center. The NHHIP will create opportunities for improvements to Buffalo Bayou and Sam Houston Parks, with enhanced connectivity between the Fourth Ward and Downtown Houston, two neighborhoods that are currently separated by existing highway infrastructure.

*Existing Conditions*



*Proposed Design (Neighborhood Park)*



| Economic Benefits             | Low          | Median        | High          |
|-------------------------------|--------------|---------------|---------------|
| Visitor Spending              | \$60M        | \$65M         | \$75M         |
| Real Estate Development       | \$10M        | \$15M         | \$15M         |
| Real Estate Premiums          | \$20M        | \$30M         | \$40M         |
| <b>Total Economic Benefit</b> | <b>\$90M</b> | <b>\$110M</b> | <b>\$130M</b> |

### Key Findings

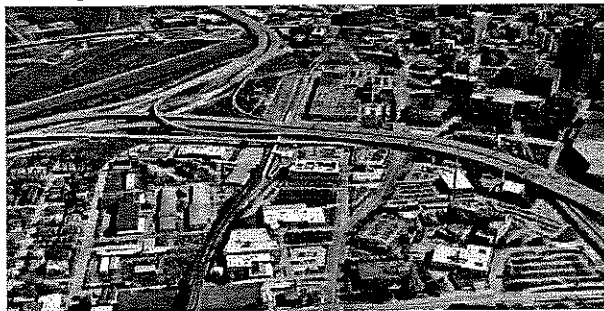
- **Benefits:** West Bayou could become a regional visitor attraction, generating between \$60 and \$75 million in net new visitor spending over 20 years. Real estate premiums reflect the projected impacts of a Neighborhood Park. Depending on final design and programming of the Project, real estate impacts may be higher.
- **Programming & Design:** The benefits of the Project would be amplified with an iconic gateway between Buffalo Bayou Park and Downtown. Efforts should be made to ensure the Project is able to support flood control efforts as part of the wider Buffalo Bayou watershed.
- **Implementation:** Design, implementation, and funding should be coordinated with the Buffalo Bayou Partnership, which may be able to fundraise a portion of Project costs, assuming Project investments align with its long-range goals.

## CITY COMPLEX

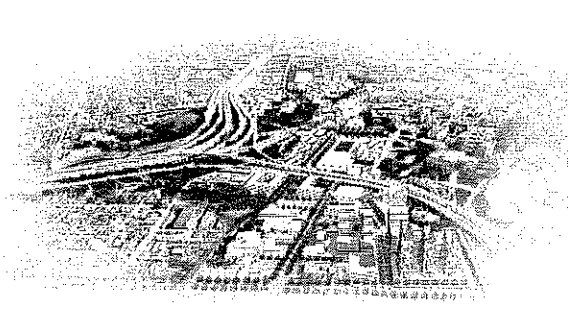
### Project Overview & Context

The current alignment of Interstate 45 along the west side of Downtown will be re-routed to the east side, creating development opportunities along the northwest edge of Downtown. The Historic Post Office facilities are currently being planned as part of a large, mixed-use redevelopment that retains much of the existing building fabric. The redevelopment calls for a connection to Buffalo Bayou and quasi-public spaces along the bayou and within the new development. Also under consideration within the Project study area is the realignment of Union Pacific Railroad infrastructure that would remove at-grade crossings; with a re-aligned freight and passenger main, the existing Amtrak station could also be relocated in proximity to the Burnett Street METRORail Station. The Project study area continues to extend west of the existing Interstate 45 alignment, in an area that is typified by parking lots and underbuilt public facilities. Connections into Buffalo Bayou Park would allow for the enhancement of existing pedestrian and bike trails in the area.

Existing Conditions



Proposed Design (Green District)



| Economic Benefits             | Low          | Median       | High         |
|-------------------------------|--------------|--------------|--------------|
| Real Estate Development       | \$60M        | \$65M        | \$70M        |
| Real Estate Premiums          | \$10M        | \$10M        | \$10M        |
| <b>Total Economic Benefit</b> | <b>\$70M</b> | <b>\$75M</b> | <b>\$80M</b> |

### Key Findings

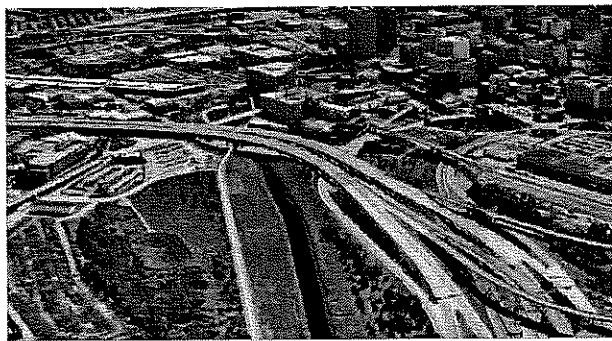
- **Benefit:** A number of key soft sites, anchored by municipal entities including the Houston Police and Fire Department facilities, Houston Municipal Courts Administration, and several publicly-owned surface parking lots could be redeveloped leading to between \$60 and \$70 million in incremental property value. For land not owned by the City of Houston, the premiums on existing real estate are relatively low due to the limited value of the assessed property within this study area.
- **Programming & Design:** Effective programming would center on the existing Post Office structure and potentially other publicly-owned buildings that could be adaptively reused or significantly redeveloped to preserve neighborhood character while creating an authentic brand for the area.
- **Implementation:** The high percentage of land in the Project study area that is currently publicly-owned creates opportunities to support funding through the consolidation of existing properties and public-private partnerships to redevelop currently under-utilized sites, including parking lots. Creating a new hub of public services for the City of Houston within modern buildings, while creating available land for private development, could offset the cost of the Project.

## UH-D

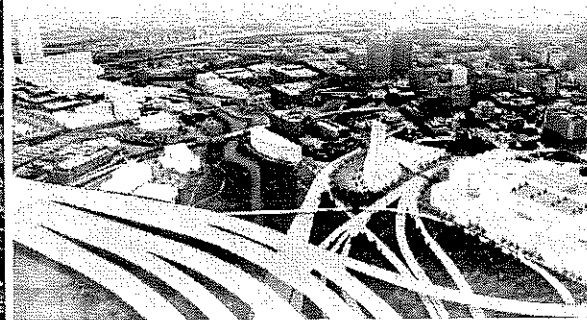
### Project Overview & Context

The NHHIP aligns Interstates 10 and 45 on the northern edge of Downtown to allow for existing and planned University of Houston-Downtown (UH-D) facilities to be stitched together as a university campus on a waterfront setting. Given UH-D's majority land control of the Project area – at roughly 60% of all land and over one million square feet of development sites, this future portion of central Houston will largely be determined by UH-D and its vision for its campus' future. From an ecological perspective, the area is situated at the confluence of the Buffalo and White Oak Bayous, with the majority of the development near the water's edge and potentially flood-prone, limiting overall development value.

*Existing Conditions*



*Proposed Design (Green District)*



| Economic Benefits             | Low          | Median       | High         |
|-------------------------------|--------------|--------------|--------------|
| Real Estate Development       | \$45M        | \$50M        | \$55M        |
| Real Estate Premiums          | \$5M         | \$10M        | \$15M        |
| <b>Total Economic Benefit</b> | <b>\$50M</b> | <b>\$60M</b> | <b>\$70M</b> |

### Key Findings

- **Benefits:** The study area is home to development sites owned by UH-D, and the overall Project vision is largely in the hands of the University. Coordination with UH-D to refine the Project vision and connections to Downtown will be critical to advancing this opportunity for mixed-use development. A Green District would capitalize on the site's waterfront location and amplify the value of its Downtown proximity, creating compelling connections that wouldn't otherwise exist.
- **Programming & Design:** Plazas and pedestrian thoroughfares should be oriented to maximize sightlines to the Downtown skyline and to the bayous. Due to the Project's waterfront location, resiliency measures should be included as part of the design of the Project.
- **Implementation:** As the primary stakeholder in the Project study area, UH-D could use much of the available space to expand its facilities, potentially contributing to the cost of the public space creation and ongoing operations.

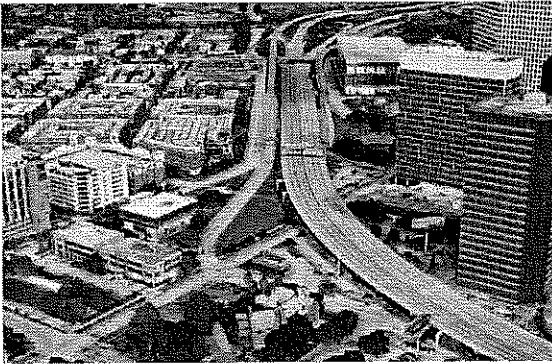
## SOUTHWEST DOWNTOWN

### Project Overview & Context

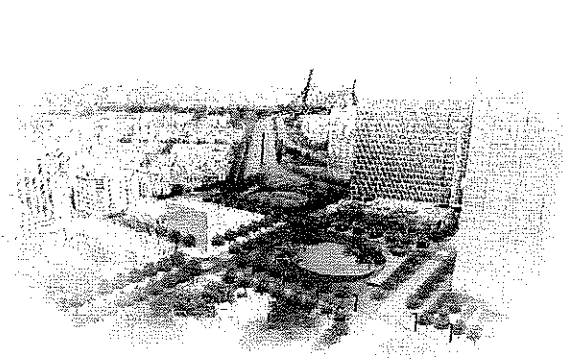
With the realignment of Interstate 45, the new west side elevated “Downtown Connector” comes to grade between West Dallas and the Pease/Jefferson Street couplet. This new alignment may create opportunities along the western edge of Downtown to improve east-west connectivity between the Fourth Ward and Downtown, and for pedestrian and bike north-south connectivity between Midtown and Buffalo Bayou Park.

The Southwest Downtown Project study area spans the current Interstate 45 alignment, including both the largely-residential Fourth Ward and the commercial core of Downtown. Large office development sites on the Downtown side of the existing highway will continue to grow the area's workforce, most notably Chevron's planned office tower development at 1600 Louisiana and Brookfield's planned improvements for Allen Center.

*Existing Conditions*



*Proposed Design (Neighborhood Park)*



| Economic Benefits             | Low          | Median       | High         |
|-------------------------------|--------------|--------------|--------------|
| Real Estate Development       | \$10M        | \$10M        | \$15M        |
| Real Estate Premiums          | \$30M        | \$40M        | \$55M        |
| <b>Total Economic Benefit</b> | <b>\$40M</b> | <b>\$50M</b> | <b>\$70M</b> |

### Key Findings

- **Benefits:** The adjacency of this neighborhood park to high-value real estate can create economic impacts of \$30-\$55 million in property value premiums for existing real estate.
- **Programming & Design:** Considering the importance of real estate premiums to this Project's overall impact, connections to the existing commercial development to the east and multifamily to the west of this Project will be especially meaningful.
- **Implementation:** Brookfield Properties owns a significant share of nearby property, and could be an ongoing partner for construction and operations. The site also presents earned income opportunities through sponsorships, vendors, or private events that could offset operating costs.

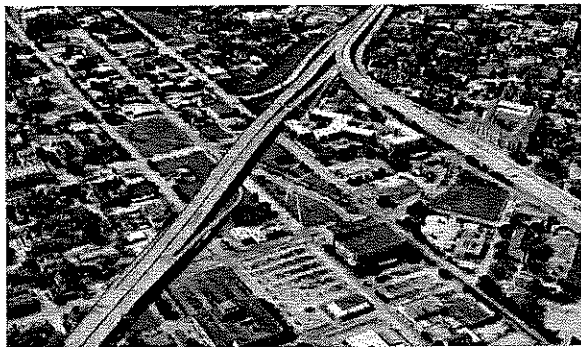
## MIDTOWN MAIN CAP

### Project Overview & Context

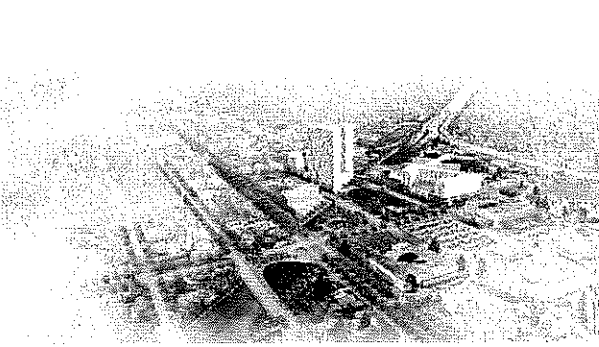
The existing elevated Interstate 69 will be reconstructed within a trench similar to the existing highway to the south from Hazard to Montrose. This new configuration will reduce both sound and visual impacts. By placing the highway into a trench, the at-grade portion of the highway can be capped with city streets and a community park. The proposed cap park at Midtown Main stitches together the Museum District and Midtown, two diverse neighborhoods that have seen significant growth over the past 10 years, largely through the addition of the METRORail Red Line that cuts across both neighborhoods and whose Wheeler Street Station is integral to the cap design and operations.

The Project will be able to tap into the vibrant Montrose neighborhood to the west, known for its walkability and food scene. The area immediately surrounding Midtown Main is anticipated to see accelerated growth with the addition of a transfer station between the existing Red Line and a possible METRORail expansion along Wheeler/Richmond in the future.

*Existing Conditions*



*Proposed Design (Neighborhood Park)*



| Economic Benefits             | Low             | Median          | High            |
|-------------------------------|-----------------|-----------------|-----------------|
| Real Estate Development       | \$5M            | \$10M           | \$10M           |
| Real Estate Premiums          | Not significant | Not significant | Not significant |
| <b>Total Economic Benefit</b> | <b>\$5M</b>     | <b>\$10M</b>    | <b>\$10M</b>    |

### Key Findings

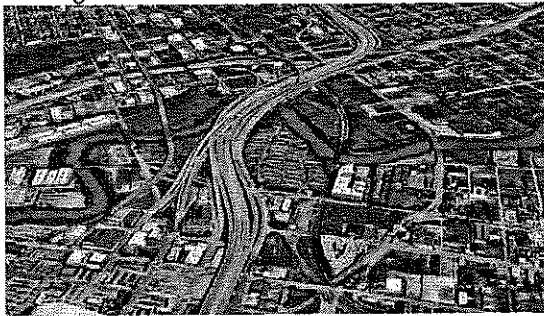
- **Benefits:** A community-oriented cap park between these two lower-density neighborhoods would support denser development around the Wheeler Transit Center, with economic impact for the Project of up to \$10 million. The Project will also enhance connectivity by linking two neighborhoods that have a dearth of connections today.
- **Programming & Design:** New transit-oriented development centered on the Wheeler Transit Center can take advantage of and be amplified by the new public space.
- **Implementation:** TxDOT is expected to fund the highway cap structure, reducing costs for Project construction and facilitating the feasibility of a neighborhood park.

## NORTHEAST DOWNTOWN

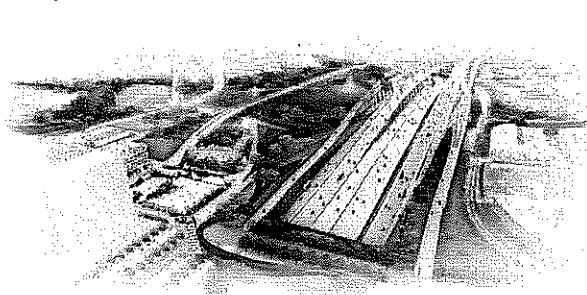
### Project Overview & Context

The NHHIP realigns both Interstate 69 and Interstate 45 at their junction, opening up land adjacent to Buffalo Bayou for Project uses. This will contribute to a significant reimagining of this Project area, with potential for improved connectivity and a compelling public space experience, as land area that lies under the current highway infrastructure will become available while existing soft sites like 2140 Lyons Avenue or 301 Jensen Drive could attract modest levels of new development. Today, the aging Clayton Homes housing complex comprises much of the available land in the area, but this Houston Housing Authority complex will be relocated as part of the NHHIP. North and south of Buffalo Bayou, TxDOT has plans for large-scale detention ponds.

*Existing Conditions*



*Proposed Design (Urban Wild)*



| Economic Benefits             | Low             | Median          | High            |
|-------------------------------|-----------------|-----------------|-----------------|
| Real Estate Development       | Not significant | Not significant | Not significant |
| Real Estate Premiums          | \$5M            | \$5M            | \$5M            |
| <b>Total Economic Benefit</b> | <b>\$5M</b>     | <b>\$5M</b>     | <b>\$5M</b>     |

### Key Findings

- **Benefits:** The economic benefits of this project are not significant; however, the stormwater management and resiliency benefits may be quite impactful. While the specifications of the stormwater detention basin and affiliated infrastructure have not been determined, the total capacity of the stormwater management interventions will likely be over 50 million gallons.
- **Programming & Design:** Project design should be coordinated closely with local stakeholders, including Buffalo Bayou Partnership and the Harris County Flood Control District, to ensure that the detention site design supports the wider goals of equitable access to public space and flood control.
- **Implementation:** Stormwater detention and retention interventions, a major aspect of this Project, will likely be eligible for federal funding affiliated with Hurricane Harvey recovery or other Army Corps of Engineers funding for stormwater management. Other key implementation stakeholders include the Gulf Coast Regional Conversation Plan (e.g., surrounding counties) and the Harris County Flood Control District and the Houston Parks Board. Due to this Project's focus on stormwater management, a substantial portion of the cost of this Project will likely be able to leverage funding sources associated with stormwater management.

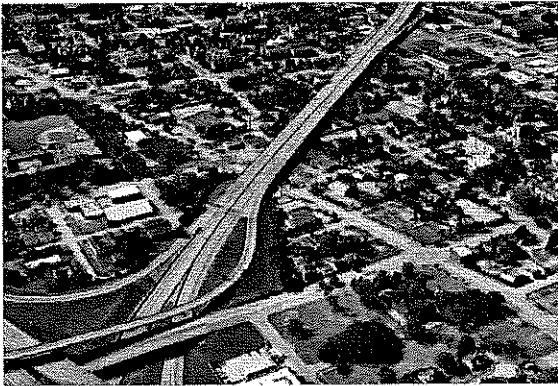
## MIDTOWN ALMEDA CAP

### Project Overview & Context

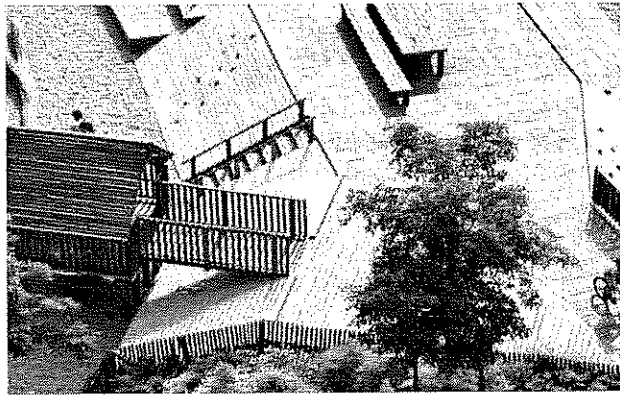
Along with the Midtown Main Cap, this proposed cap park bridges Interstate 69 to connect two growing neighborhoods. A cap park on the section of Interstate 69 that crosses Alameda would be further from the existing METRORail line than the Midtown Main Project but could nevertheless represent an important link between the neighborhoods and catalyze development on high-potential nearby soft sites.

Emancipation Park, on the east side of I-69, recently underwent a \$34 million restoration to improve its open space and recreation facilities. The Project can also connect the enhanced amenities of Emancipation Park to a wider network of parks and public spaces throughout the central city.

#### Existing Conditions



#### Reference Design (Neighborhood Park)



### Key Findings

- **Benefits:** While economic benefits for this Project are substantially less than for other Projects within the civic vision, the community benefits of a cap park further enhancing connectivity between Midtown, Third Ward, the Museum District, and Hermann Park are significant. Connections to existing nearby public space, including Peggy Park to the south and Emancipation Park to the east, and potential future connection to Texas Southern University should be studied as part of the development of this Project.
- **Programming & Design:** Design should be community-oriented and appeal to the residents of Midtown, the Museum District, and Third Ward. Clear pedestrian connections to the Wheeler Transit Center should be part of the design of the Project.
- **Implementation:** TxDOT is expected to fund the highway cap, reducing costs for overall Project construction to a point where a low-intensity neighborhood park could be feasible. Potential funding sources could include the Midtown TIRZ or the Alameda/Old Spanish Trail TIRZ. Due to the lower economic benefits of the Project, identifying philanthropic or non-profit funding should be prioritized over public investment.



## NORTH MAIN CAP

### Project Overview & Context

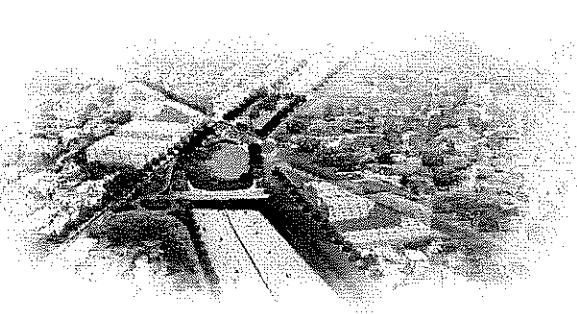
Northwest of Downtown, the NHHIP will widen Interstate 45 within the existing right-of-way as it approaches Downtown Houston, placing the reconfigured highway into a below grade trench at a property constrained area near North Main Street. By placing the new highway into a trench, a portion of the highway can be capped with a community park serving the adjacent mixed-income neighborhoods, the Greater Northside neighborhood to the east of Interstate 45 and the Greater Heights to the west. The proposed cap park would provide a neighborhood amenity, but will also serve as a catalyst for improved mixed-use development projects to take advantage of the new public space.

This low-density, mainly single-family residential Project area borders Hollywood and Holy Cross Cemeteries and is fragmented by Interstate 45, which runs through the area today. Car-oriented retail including fast food chains and auto shops dominate the commercial landscape.

*Existing Conditions*



*Proposed Design (Neighborhood Park)*



### Key Findings

- **Benefits:** Similar to the Midtown Alameda Cap, this Project's economic impacts are much smaller than for other civic opportunities, but it offers community benefits in the form of greater connectivity and a central gathering place for the largely residential area.
- **Programming & Design:** Design for this Project should be advanced in consultation with the local community, as it will be key in understanding the specific programmatic elements that will make this Project a success. Access to this park respective of highway frontage roads is a significant design challenge.
- **Implementation:** TxDOT is expected to fund the highway cap, reducing costs for park construction significantly. Due to the lower economic benefits of the Project, identifying philanthropic or non-profit funding should be prioritized over public investment.

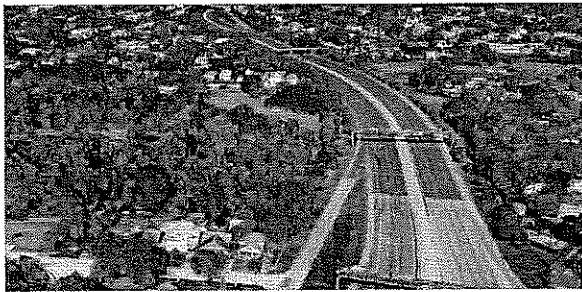
## LITTLE WHITE OAK BAYOU

### Project Overview & Context

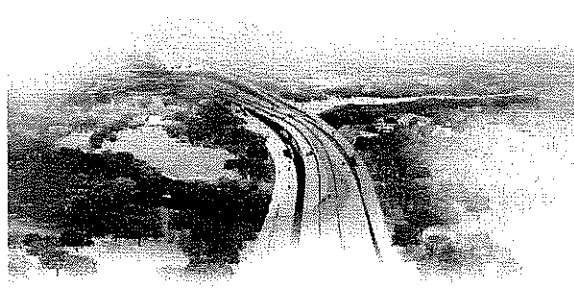
The NHHIP calls for the widening of Interstate 45 as it approaches Downtown Houston. The proposed realigned highway will cross Little White Oak Bayou adjacent to Woodland Park, providing an opportunity to daylight a section of the Bayou and allow for a continuous trail between Moody Park and Woodland Park along the Bayou.

The surrounding neighborhoods are largely low-density residential, but there are a few sizeable soft sites, including to the east of the existing Interstate service road, north of Cottage Street, that could see modest redevelopment as the Project provides new cycling and walking connections to central city neighborhoods.

*Existing Conditions*



*Proposed Design (Urban Wild)*

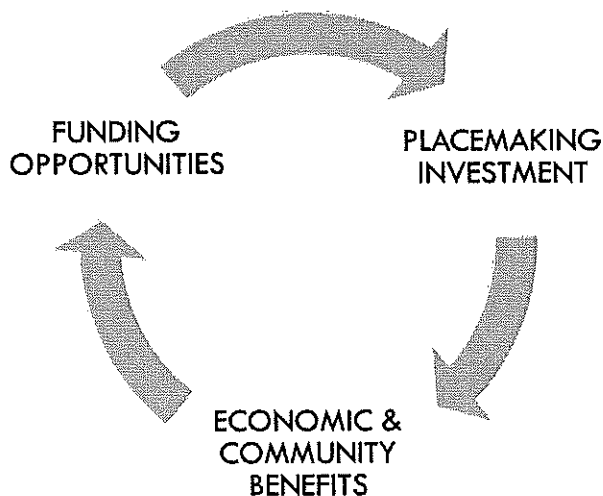


### Key Findings

- **Benefits:** Economic benefits of this Project are not significant, but its connectivity, community, and environmental benefits provide a rationale for investment. The Project's proposed trail would reach over 13,000 Houstonians within a 10-minute walk of the trail, in addition to many more who will commute via the trail from neighborhoods to the north or use it to bike, jog, and walk on weekends. Nearly 1,000 residents not currently served by a park would gain park access through this investment; many of these residents are low income. Also, with the daylighting of the bayou, a refurbished green space around the trail could have over 17 million gallons in stormwater management capacity.
- **Programming & Design:** Prominent wayfinding both along and to the trail will maximize usage and establish the trail as a central amenity to the surrounding communities. Investments in the trail should be coupled with improved pedestrian and cycling infrastructure along corridors that connect to the trail.
- **Implementation:** Similar to the Northeast Downtown Project, one of the most significant benefits of this Project is increased stormwater management capacity. Potential funding sources aligned to resiliency and stormwater management should be explored, including the Harris County Flood Control District, the Army Corps of Engineers and stakeholders within the Bayou Greenways Initiative.

# NEXT STEPS

Implementation Cycle (Figure 34)



The economic and community benefits described in this report correspond to funding opportunities that can defray the costs of economically-guided investment in these opportunities.

## REAL ESTATE DEVELOPMENT

The real estate development benefits of the civic opportunities are most easily measured and captured for investment. Major Project-adjacent development sites in public ownership offer the most efficient funding opportunity. These sites contain significant land area that will be made newly developable by the realignment of the existing Interstate network across a number of Projects including the EaDo Cap, Northeast Downtown, the Warehouse District, the City Complex, and Pierce Linear. Sale or ground lease revenues from these parcels can provide tens of millions of dollars in Project funding. Additionally, the civic opportunities can tap the value of new development on both public and private sites through existing TIRZ's and/or Payments in lieu of taxes (PILOTs), which can direct a share of property taxes on new development to the civic opportunities, typically for operations and maintenance. Finally, BID/PID revenues can draw on value created in the vicinity of the completed Projects. Incremental charges to both new development and existing real estate can support ongoing operations and maintenance. TIRZ, PILOT, and BID/PID funding opportunities will need to be evaluated by civic leaders and other central city stakeholders in relation to funding commitments for these impacted districts, and respective of other community priorities.

## VISITATION

Visitation impacts can be captured to support funding for the Signature Parks, primarily in collaboration with Houston First Corporation. Houston First Corporation is a public corporation that promotes tourism and economic vitality, and collects 28% of the City's hotel occupancy tax to deliver on that mission. Civic leaders

and community stakeholders should work with Houston First Corporation to fund capital investments and annual programming that generate future visitation value. The EaDo Cap—adjacent to the Houston First Corporation-operated George R. Brown Convention Center and the convention center hotels—is uniquely positioned for such a collaboration. Concessions, sponsorships, and other forms of earned income can leverage visitation to each Park to defray the costs of annual operations; comparable parks fund 30% to 50% of annual operation via earned income.

#### **RESIDENT AND WORKER ATTRACTION**

The civic opportunities are likely to require significant local public funding for both construction and operations; net new resident and worker attraction provides a compelling rationale for that investment. The significant economic benefits attributable to attraction have never before been leveraged for park investment. Nonetheless, the future opportunity sites and Projects can attract return-guided public investment, particularly bond funding, which is secured by the expectation of future growth.

#### **STORMWATER RETENTION AND MOBILITY**

The stormwater retention and mobility benefits of the various civic Projects may provide opportunities for joint funding with other public agencies, including the Harris County Flood Control District and METRO. TxDOT's investment may also be guided to support these civic Projects through effective, coordinated project delivery that creates efficiencies between highway and park development.

#### **OTHER COMMUNITY BENEFITS**

Other community benefits provide a rationale for ongoing philanthropic and city investment, guided in particular by the Mayor's vision for Complete Communities served by parks and pedestrian infrastructure and connected to their neighbors.

**Civic leaders, central city stakeholders, collaborative agencies, and philanthropic organizations can draw on these values to support the vision and implementation of the civic opportunities related to the NHHIP. Continued dialogue and negotiations with TxDOT are key opportunities to manage overall costs and monetize any potential savings to the agency. This opportunity should be explored further in tandem with ongoing design efforts.**

# TECHNICAL APPENDICES

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## APPENDIX A | STUDY AREA MAPS

Sources: Harris County Appraisal District; Houston Downtown Management District; Texas Department of Transportation; HR&A Analysis

### All Study Areas



Midtown Main Cap



Midtown Alameda Cap





### EaDo Cap



### Northeast Downtown



## Warehouse District



## UH Downtown



### City Complex



### West Bayou





### Southwest Downtown



### Pierce Linear



**North Main Cap**



**Little White Oak Bayou**



## APPENDIX B | EXISTING REAL ESTATE VALUE

Source: Harris County Appraisal District

### Assessed Value of Existing Property

| Park Option                  | Typology          | Residential Property Value | Commercial Property Value | Total Property Value |
|------------------------------|-------------------|----------------------------|---------------------------|----------------------|
| Midtown Main Cap             | Neighborhood Park | \$665,265                  | \$5,780,070               | \$6,445,335          |
| Midtown Alameda Cap          | Neighborhood Park | \$11,236,171               | \$11,204,406              | \$22,440,577         |
| EaDo Cap                     | Signature Park    | \$224,410,226              | \$570,962,259             | \$795,372,485        |
| Northeast Downtown           | Urban Wild        | \$64,057,574               | \$94,117,698              | \$158,175,272        |
| Warehouse District           | Green District    | \$12,579,291               | \$36,253,052              | \$48,832,343         |
| UH Downtown                  | Green District    | \$29,296,449               | \$20,161,608              | \$49,458,057         |
| City Complex                 | Green District    | \$6,523,772                | \$46,911,139              | \$53,434,911         |
| West Bayou                   | Neighborhood Park | \$66,945,674               | \$953,237,971             | \$1,020,183,645      |
| Southwest Downtown           | Neighborhood Park | \$294,485,402              | \$1,116,259,134           | \$1,410,744,536      |
| Pierce Linear (Signature)    | Signature Park    | \$597,211,244              | \$906,090,776             | \$1,503,302,020      |
| Pierce Linear (Neighborhood) | Neighborhood Park | \$111,192,204              | \$437,114,402             | \$548,306,606        |
| North Main Cap               | Neighborhood Park | \$10,601,637               | \$22,356,915              | \$32,958,552         |
| Little White Oak Bayou       | Urban Wild        | \$18,375,242               | \$38,156,516              | \$56,531,758         |

## APPENDIX C | SOFT SITE ANALYSIS INPUTS

Sources: Harris County Appraisal District; HR&A Analysis

### Soft Site Availability

| Park Option                  | Non-Parking Vacant Sites | All Parking Sites | Parking with % Reduction Applied | Underbuilt Soft Sites | Combined Soft Sites |
|------------------------------|--------------------------|-------------------|----------------------------------|-----------------------|---------------------|
| Midtown Main Cap             | 560,000                  | 104,000           | 62,000                           | -                     | 622,000             |
| Midtown Alameda Cap          | 172,000                  | -                 | -                                | -                     | 172,000             |
| Northeast Downtown           | 1,185,000                | 295,000           | 177,000                          | 82,000                | 1,444,000           |
| EaDo Cap                     | 489,000                  | 856,000           | 514,000                          | 164,000               | 1,167,000           |
| Warehouse District           | 1,879,000                | 445,000           | 267,000                          | 88,000                | 2,234,000           |
| UH Downtown                  | 1,062,000                | 82,000            | 49,000                           | -                     | 1,111,000           |
| City Complex                 | 664,000                  | 571,000           | 343,000                          | 298,000               | 1,304,000           |
| West Bayou                   | 140,000                  | 68,000            | 41,000                           | -                     | 181,000             |
| Southwest Downtown           | -                        | 281,000           | 169,000                          | -                     | 169,000             |
| Pierce Linear (Signature)    | 1,596,000                | 754,000           | 452,000                          | 63,000                | 2,111,000           |
| Pierce Linear (Neighborhood) | 1,002,000                | 308,000           | 185,000                          | 63,000                | 1,249,000           |
| North Main Cap               | 180,000                  | -                 | -                                | -                     | 180,000             |
| Little White Oak Bayou       | 104,000                  | -                 | -                                | -                     | 104,000             |
| <b>Total</b>                 | <b>9,033,000</b>         |                   | <b>2,259,000</b>                 | <b>758,000</b>        | <b>12,000,000</b>   |

**Note:** Assumes that 60% of surface parking lots could be developed.

**Note:** Soft site square footage for the Pierce Linear assume an average of available sites under the Signature and Neighborhood park considerations.

### Capacity for Growth

| Park Option                  | Capacity for New Growth (Low) |                 |                     | Capacity for New Growth (High) |                 |                     |
|------------------------------|-------------------------------|-----------------|---------------------|--------------------------------|-----------------|---------------------|
|                              | Overall (SF)                  | Commercial (SF) | Residential (Units) | Overall (SF)                   | Commercial (SF) | Residential (Units) |
| Midtown Main Cap             | 1,470,000                     | 620,000         | 1,000               | 1,470,000                      | 620,000         | 1,000               |
| Midtown Alameda Cap          | 410,000                       | 170,000         | 300                 | 410,000                        | 170,000         | 300                 |
| EaDo Cap                     | 7,690,000                     | 3,260,000       | 5,000               | 8,360,000                      | 3,540,000       | 5,500               |
| Northeast Downtown           | 1,620,000                     | 680,000         | 1,100               | 1,620,000                      | 680,000         | 1,100               |
| Warehouse District           | 4,340,000                     | 1,840,000       | 2,800               | 4,340,000                      | 1,840,000       | 2,800               |
| UH Downtown                  | 2,160,000                     | 910,000         | 1,400               | 2,160,000                      | 910,000         | 1,400               |
| City Complex                 | 2,540,000                     | 1,070,000       | 1,700               | 2,540,000                      | 1,070,000       | 1,700               |
| West Bayou                   | 1,850,000                     | 780,000         | 1,200               | 1,850,000                      | 780,000         | 1,200               |
| Southwest Downtown           | 1,720,000                     | 730,000         | 1,100               | 1,720,000                      | 730,000         | 1,100               |
| Pierce Linear (Signature)    | 5,750,000                     | 2,440,000       | 3,800               | 7,190,000                      | 3,040,000       | 4,700               |
| Pierce Linear (Neighborhood) | 3,400,000                     | 1,440,000       | 2,200               | 3,400,000                      | 1,440,000       | 2,200               |
| North Main Cap               | 80,000                        | 30,000          | 100                 | 80,000                         | 30,000          | 100                 |
| Little White Oak Bayou       | 40,000                        | 20,000          | -                   | 40,000                         | 20,000          | -                   |



## APPENDIX D | STORMWATER BENEFITS

Sources: SWA Group; Houston Downtown Management District; HR&A Analysis

### Stormwater Benefits

| Park                   | Detention<br>Pond(s)/ | Park Typology | Stormwater<br>Benefits<br>(Runoff<br>Reduction) |
|------------------------|-----------------------|---------------|---|
|                        | Park Acreage          |               |   |
| Northeast Downtown     | 87.3                  | Urban Wild    | 51,750,000                                      |
| Little White Oak Bayou | 17.6                  | Urban Wild    | 17,600,000                                      |
|                        |                       |               | 69,350,000                                      |

## APPENDIX E | LITERATURE REVIEW

HR&A used the following selected studies from a review of national literature to estimate Project proximity value coefficients and other benefits:

Active Living Research. "The Economic Benefits of Open Space, Recreation Facilities and Walkable Community Design." 2010.

Asabere, P. K., & Huffman, F. E. "The relative impacts of trails and greenbelts on home price." *Journal of Real Estate Finance and Economics*, 38(4), 408-419. 2009.

Campbell Jr., H. S., & Munroe, D. K. "Greenways and Greenbacks: the impact of the Catawba Regional Trail on property values in Charlotte, North Carolina." *Southeastern Geographer*, 118. 2007.

Crompton, J and Nicholls S. "An assessment of tax revenues generated by homes proximate to a greenway." *Journal of Park and Recreation Administration*, 24(3), 103-108. 2006.

Crompton, J and Nicholls, S. "The Impact of Greenways on Property Values: evidence from Austin, Texas." *Journal of Leisure Research*, 37(3), 321-341. 2005.

"Economic Value and Benchmarking Study of the Dallas Park System." HR&A Advisors, Inc., 2016.

"Economic Benefits of the Park and Recreation System of Mecklenburg County North Carolina." Trust for Public Land, 2010.

Geoghegan J. "The value of open spaces in residential land use." *Land Use Policy*, 19(1), 91-98. 2002.

Harnick, P and Crompton, J. "Measuring the total economic value of a park system to a community." *Managing Sport and Leisure* 20(4), 238-257. 2014.

Harnick, P and Welle, B. "Measuring the Economic Value of a City Park System." The Trust for Public Land, 2009.

Irwin E. "The effects of open Space on residential property values." *Land Economics*. 78(4), 465-480. 2002

"Klyde Warren Park: The Economic Rationale for Improvements." HR&A Advisors, Inc., 2016.

Lutzenhiser M and Netusil N. "The effect of open space on a home's sale price." *Contemporary Economic Policy*, 19(3), 291-298. 2001.

Miller A. "Valuing Open Space: Land Economics and Neighborhood Parks." Massachusetts Institute of Technology Center for Real Estate, 2001.

Parent, O. and vom Hofe, R. "Understanding the economic benefits of trails on residential property values in the presence of spatial dependence." *The Annals of Regional Science*. 51(2), 355-375. 2012.

Thorn, R. "Dutch Kills Green Methodology for Landscape Performance Benefits." Landscape Performance Series. 2016.

## **Exhibit 5 – Plan Downtown**

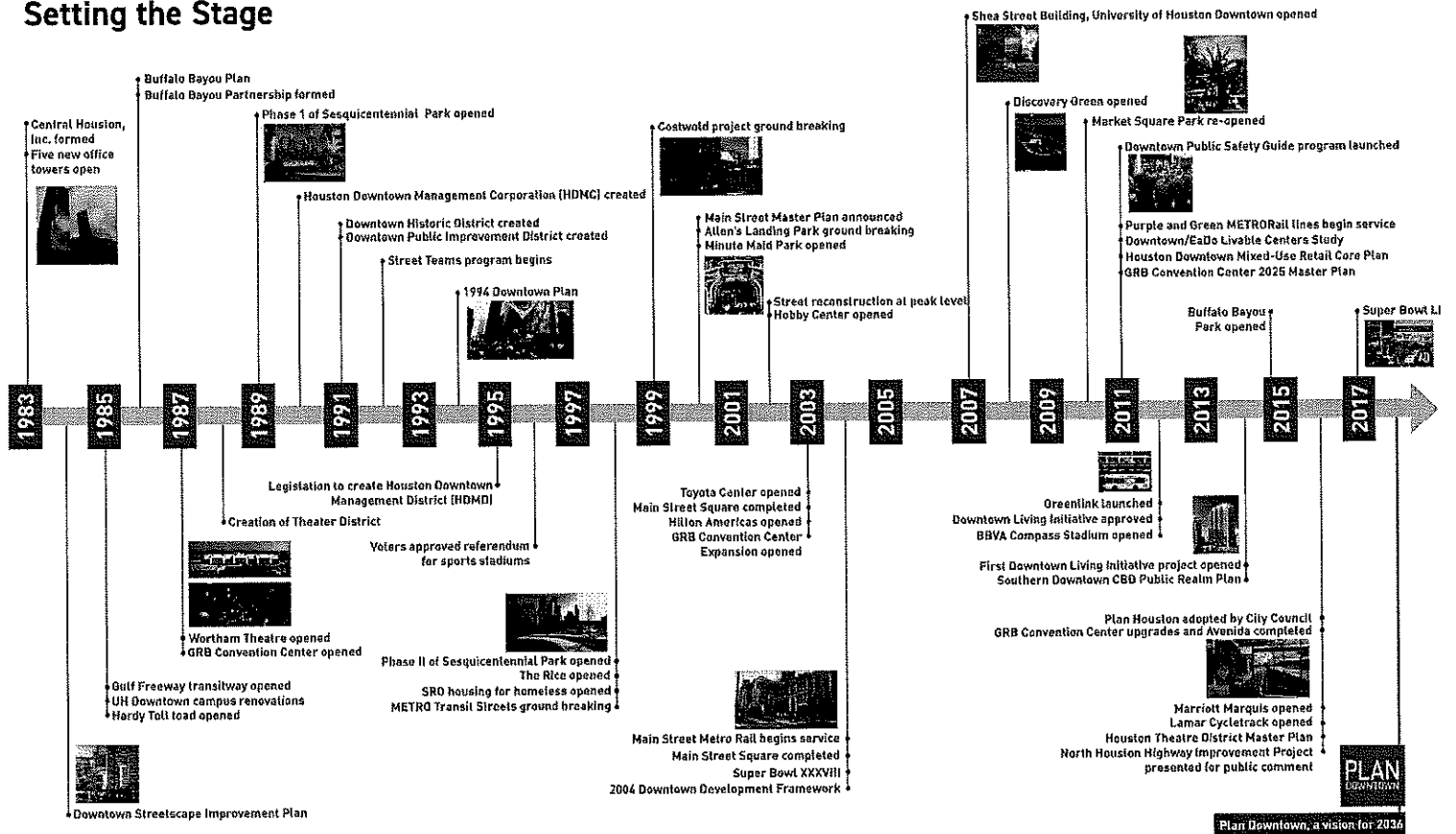


Plan Downtown

# CONVERGING

Culture, Lifestyle & Commerce

## Setting the Stage



## Foreword

On August 30, 2036, Houstonians will celebrate the city's *Bicentennial*. A town founded on the banks of Buffalo Bayou by two young New York speculators with a vision of an idyllic new city with vast charm and economic potential. Even now as the fourth largest city in the nation, the city's foremost attributes haven't changed – Houston is grounded by a can-do spirit, led by a diverse citizenry and primed for new opportunities.

For well beyond a century since Houston's founding, Downtown was the home of all city life. In response to dramatic growth starting in the 1950s, new centers of activity blossomed across the region such that by the mid-1980s Downtown's future seemed challenged. Though it retains its role as the economic engine of the city, today, Downtown's new entertainment, dining, nightlife and outdoor options are bringing new vitality to the formerly office-centric core. As a walkable, safe and vibrant urban place, Downtown truly stands out with an exciting energy all its own.

Since Houston's *Sesquicentennial*, Downtown Houston has experienced a major resurgence and new opportunities abound. Billions have been invested in new parks and public spaces, new multi-family residential developments, new and renovated office towers and hotels, new convention, theater and sports facilities and continued investments in infrastructure and transit. This revolutionary period of growth has made Downtown an even better place to live, work and play.

But what's next? *Plan Downtown: Converging Culture, Lifestyle & Commerce* is the product of an 18-month planning process led by Downtown partner organizations and city, county and community leaders. The leadership group and steering committee, in addition to robust public input, have provided big ideas from 30,000 feet in the air to thoughtful observations from a street level point of view, culminating in both large and small projects that will continue the Downtown transformation for the next five, ten, twenty years.

So when the city celebrates its 200<sup>th</sup> birthday in 2036, imagine what Downtown will look and feel like. Downtown will be a compelling, layered, and authentic mix of activities and attractions; it will be the most livable community in the city; it will be spontaneous and fun; it will be the premier place for doing business for all industries, including an unrivaled innovation ecosystem; and Downtown will be leading the nation in the next generation of mobility and connectivity advancement. Without a doubt, Downtown will be at the forefront in advancing Houston as a great global city.

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## Partners

Downtown District  
 Central Houston, Inc.  
 Downtown Redevelopment Authority  
 Houston First Corporation  
 The City of Houston  
 Harris County  
 Buffalo Bayou Partnership  
 Theater District Houston  
 East Downtown Management District  
 Greater East End Management District  
 Greater Northside Management District  
 Midtown Management District

## Consultants

Asakura Robinson ([www.asakurarobinson.com](http://www.asakurarobinson.com))  
 HR&A Advisors  
 Sasaki Associates  
 Traffic Engineers, Inc.

Plan Downtown: Converging Culture, Lifestyle & Commerce  
 November 2017

To download this report and for more information, visit [downtowndistrict.org](http://downtowndistrict.org).







**A Vision for 2036:  
Downtown is at the forefront  
in advancing Houston as a  
great global city.**

## INTRODUCTION

Since the *Houston Downtown Development Framework* was released in October 2004, Downtown has experienced phenomenal change. Building on the momentum of the past decade and working with adjacent central city stakeholders, *Plan Downtown* sets the groundwork for urban vitality, continued growth, and enrichment of the Downtown experience for all visitors and Houstonians, today and in the future.

### Downtown's Transformation

Since 2004, Downtown has experienced what is arguably the greatest resurgence in the city's history. More than \$6 billion has been invested across a broad mix of urban uses: new parks and public spaces, new and renovated hotels, new multi-family residential developments, new and renovated office towers, renovations and expansions to convention and theater facilities, and continued investments in government facilities, infrastructure, and transit. A compelling part of Downtown's story is shared with the adjacent communities where planning and economic development are generating and preserving an array of mutually supportive historic neighborhoods.

### Downtown is the Center of the Changing Region

As the center of the fourth largest city in the United States, Downtown Houston is the core of a dynamic regional economy that is shaped by the convergence of geography, history, development, natural systems, and the diverse residents who call Houston home. At the heart of an eight county region, Downtown must be understood in terms of its interconnectedness with the City of Houston, Harris County and neighboring counties. It is critical to view Downtown within this broader metropolitan context as a primary driver for a larger central city economic engine, including the major employment and activity centers of Uptown, Greenway Plaza, and the Texas Medical Center (TMC). Downtown impacts the regional context, and the center city impacts Downtown across these major areas: economy, infrastructure, transportation, education, living, cultural facilities, visitor and guest experience, parks and open space, resiliency. Local issues often have local solutions and can be remedied with planning and design as *Plan Downtown* presents. However, for many issues, regional context and regional solutions are necessary and must be collaboratively addressed through city, county, and regional planning.

### Resilient Downtown

On August 26th, 2017, during the final development of *Plan Downtown*, Hurricane Harvey made landfall southwest of Houston. The storm remained over the Houston region for several days, dropping record rainfall and causing severe flooding throughout the city, including limited areas of Downtown closest to Buffalo and White Oak Bayous. Unfortunately, Harvey was not a lone storm event. In recent years as climate changes and development patterns throughout the region have accelerated, major flood events have become more frequent.

Downtown served as a critical site during the storm and recovery through the public and private emergency response, through the role of the George R. Brown Convention Center as a refuge for the displaced, as a center for the distribution of goods, and as the location where Houston "got back to business" in the days after Harvey.

As Downtown moves into the next twenty years, it can continue to define itself as a leader in resilience for the City of Houston. Through this Plan, Downtown can support resiliency goals in numerous ways, including developing state of the art guidelines for development within the floodplain, strengthening the flood readiness of government facilities through new master plans for the City and County campuses, continued attention to "smart" technologies and improvements to vital infrastructure, and support for a city and regional resilience strategy.

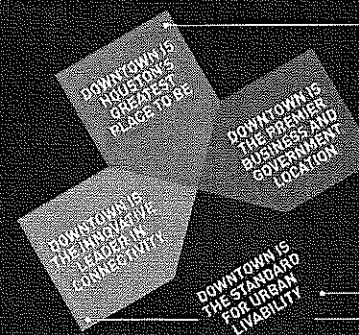
### Organization of this Report

*Plan Downtown* presents a Vision for the next twenty years. This report is structured around four topical Pillars and ten key Strategies. Within each Strategy, specific Actions and Recommendations are advanced and culminate in an Implementation Framework to guide the future development of Downtown.

SETTING A 20 YEAR VISION:

**Downtown is at the forefront in advancing Houston as a great global city.**

#### PILLARS



#### STRATEGIES

- 1 Enhance and expand Downtown's activities and attractions.
- 2 Create Downtown's Green Loop.
- 3 Enliven Downtown through enhanced walkability and engaging places.
- 4 Support Downtown's existing businesses and promote corporate attraction.
- 5 Build Downtown's innovation ecosystem and the office of the future.
- 6 Catalyze Downtown's emerging neighborhoods.
- 7 Support a comprehensive Central City Housing Plan.
- 8 Capture the value of Downtown's central position.
- 9 Implement a smart network of great streets.
- 10 Be a national leader for connectivity innovation.





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## Enhance and Expand Downtown's Activity Centers and Attractions.

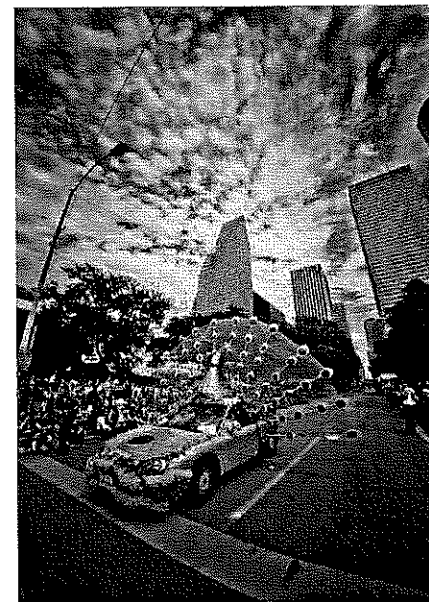
Downtown will enhance existing and add new attractions to provide a compelling, layered, and authentic mix of activities that define Downtown. Visitors and residents will easily find satisfying, exciting activities to occupy their time. The evolving mix of events and attractions will create places of spontaneity which anyone can discover for an enriching experience. Building on Downtown's

growing reputation and unique assets – its stadiums, historic buildings, the George R. Brown (GRB) Convention Center, the Theater District, and more – Downtown Houston will continue to expand its tourism and visitation base, ascend as top tier global destination for conventions, and host a broader range of national and international events.

## 1A USE DOWNTOWN'S UNIQUE ASSETS TO GROW HOUSTON'S NATIONAL AND INTERNATIONAL REPUTATION FOR HOSTING CONVENTIONS, MEETINGS, AND MAJOR EVENTS.

New hotels, stadiums, theater venues, parks, physical improvements to the GRB Convention Center, and the street conversion of Avenida Houston have reinforced Houston's status as a prime international event destination. Successful hosting of Super Bowl LI and the NCAA Final Four has proven Downtown's capacity to attract, entertain, and manage large-scale events and their logistics. In order to continue this momentum, Downtown needs to ensure that its existing assets and attractions remain competitive.

- Undertake capital improvements and expansions as recommended in the *GRB Convention Center 2025 Master Plan*, including the south expo hall expansion, while balancing mobility and improving connectivity to the east (see map on page 12, #8).
- Build an additional 4,000 hotel rooms in Downtown and East Downtown (EaDo) to support convention, leisure and business visitation, with the 20-year goal of 12,000 hotel rooms in Downtown, including a minimum of 8,000 rooms within a 10-minute walk of the GRB Convention Center.
- Add two large convention center hotels as recommended in the *GRB Convention Center 2025 Master Plan*, near the eastern corners of the Convention District to enhance and expand the convention markets (see map on page 12, #9).
- Introduce a dynamic, elevated pedestrian connection from the GRB Convention Center to EaDo (see map on page 12, #10).
- Enhance the environments surrounding Downtown's stadiums as amenity-rich infill neighborhoods.
- Advance projects and improvements in the 2016 *Houston Theater District Master Plan* to create an immersive arts and culture environment.
- Improve pedestrian and bicycling connections to Buffalo Bayou, and continue the Bayou's park and trail enhancements eastward through Downtown (see map on page 12, #6 and page 15, #2).
- Elevate the public realm to support the diverse array of special events – parades, rallies, runs, walk, rides, festivals, marches, and ceremonies.

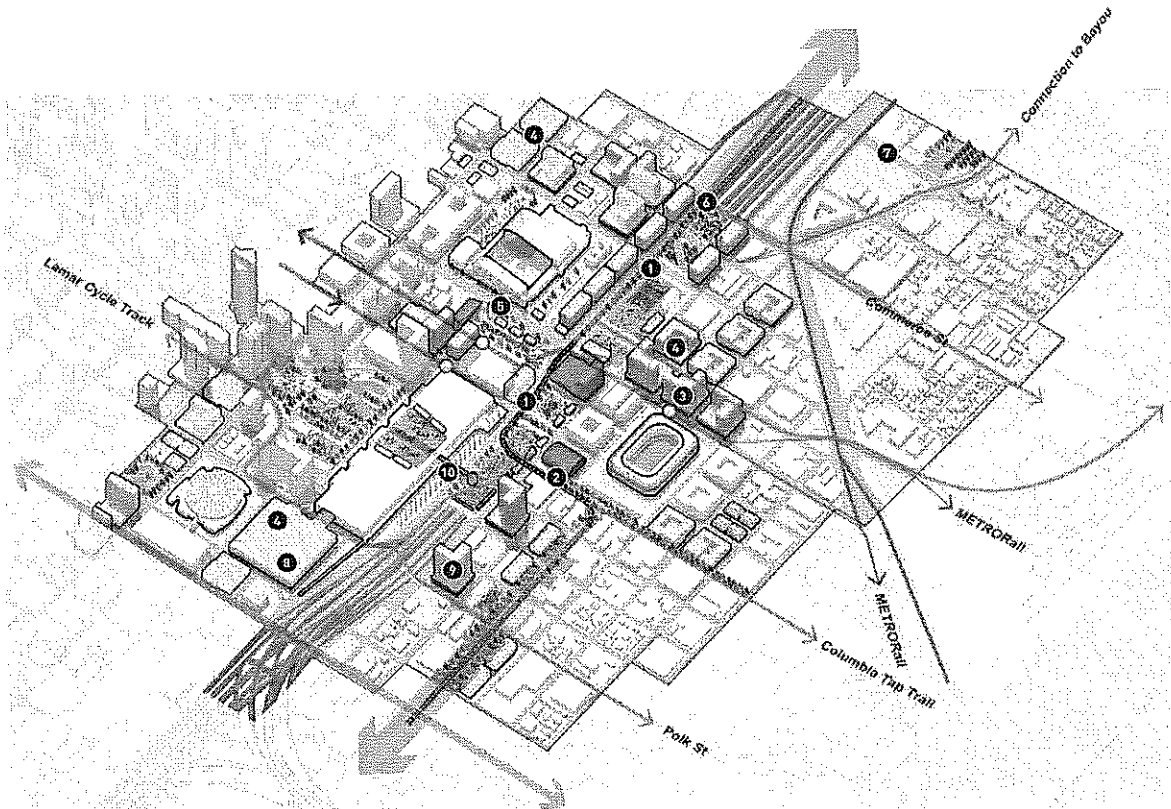


## 1B REIMAGINE DOWNTOWN'S EDGES.

The North Houston Highway Improvement Project (NHHIP), as described under Strategy 2, presents numerous opportunities for Downtown, prompted by the availability of new public land as a part of the highway relocation. Downtown's eastern edge can be reimagined as a major activity center drawing together the GRB Convention Center, stadiums, and major new investments in public spaces, parks and an entertainment district.

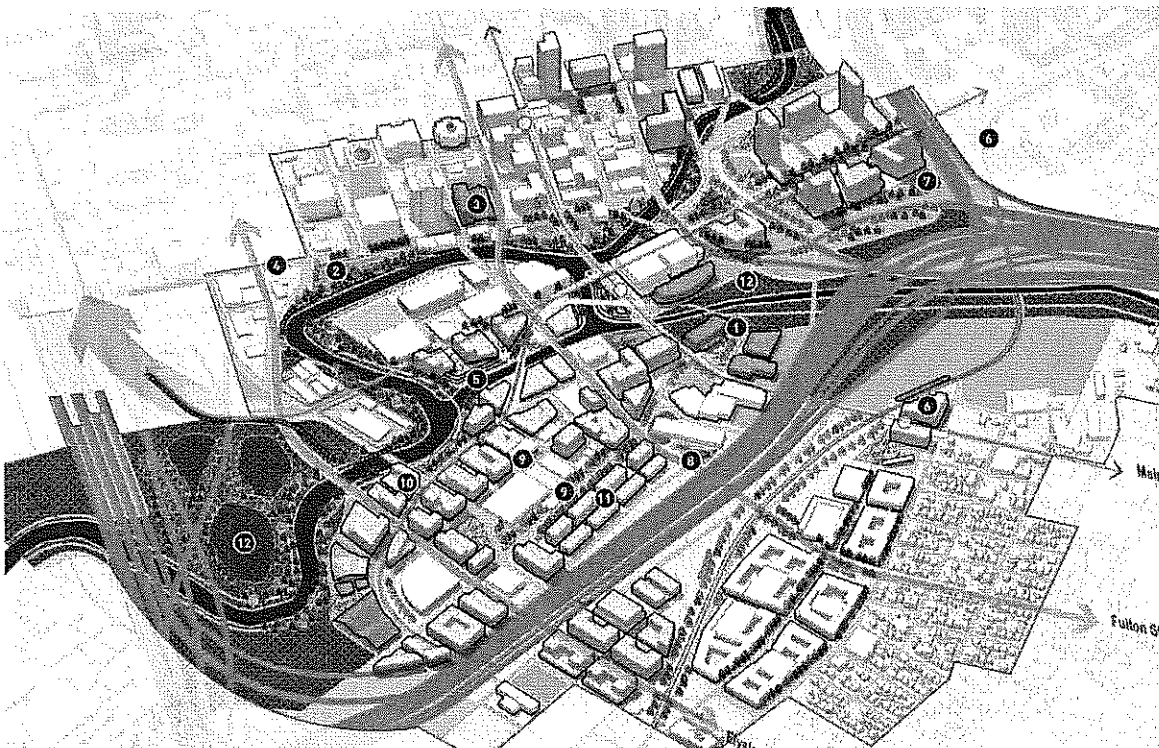
### East:

- ➊ Build out the sports and convention districts between Downtown and EaDo to further enhance the shared nightlife, stadiums, convention center, parks and plazas.
- ➋ Develop the highway cap as a pedestrian first, multi-use recreational and civic assembly place. Adjacent sites in Downtown and EaDo should be coordinated in their programmatic and physical development to complement the cap for daily activities and major events.
- ➌ Provide alternative mobility connections to EaDo by connecting the Green Loop with the Columbia Tap Trail (see Strategy 2). The highway cap could include a public market as proposed in the 2016 Houston Public Market Study.
- ➍ Support pedestrian improvements and transit-oriented development (TOD) along the Green and Purple METRORail lines between the EaDo/BBVA Compass Stadium and Convention District stations.
- ➎ Develop near-term, high-standard parking solutions that support game day and convention events, with respect to the needs of current and future residents and businesses in proximity of the highway cap.
- ➏ Develop a new event plaza at Texas Avenue and Avenida de las Americas to connect the energy of Avenida Houston and Discovery Green with the highway cap. The envisioned space will function as the "hinge" between Downtown and EaDo during game days and large events.
- ➐ Create new and strengthened connections to the Buffalo Bayou East Sector and Second Ward through Commerce Street and continuous trail improvements along both banks of Buffalo Bayou.
- ➑ Restore Runnels Street to Navigation Boulevard as a grade-separated connection relative to the NHHIP, to continue existing service as the primary neighborhood access between Downtown and the Greater East End.



- ➒ Expand the GRB Convention Center (See page 10).
- ➓ Develop at least two convention center hotels (See page 10).
- ➔ Connect the GRB Convention Center to the east (See page 10).



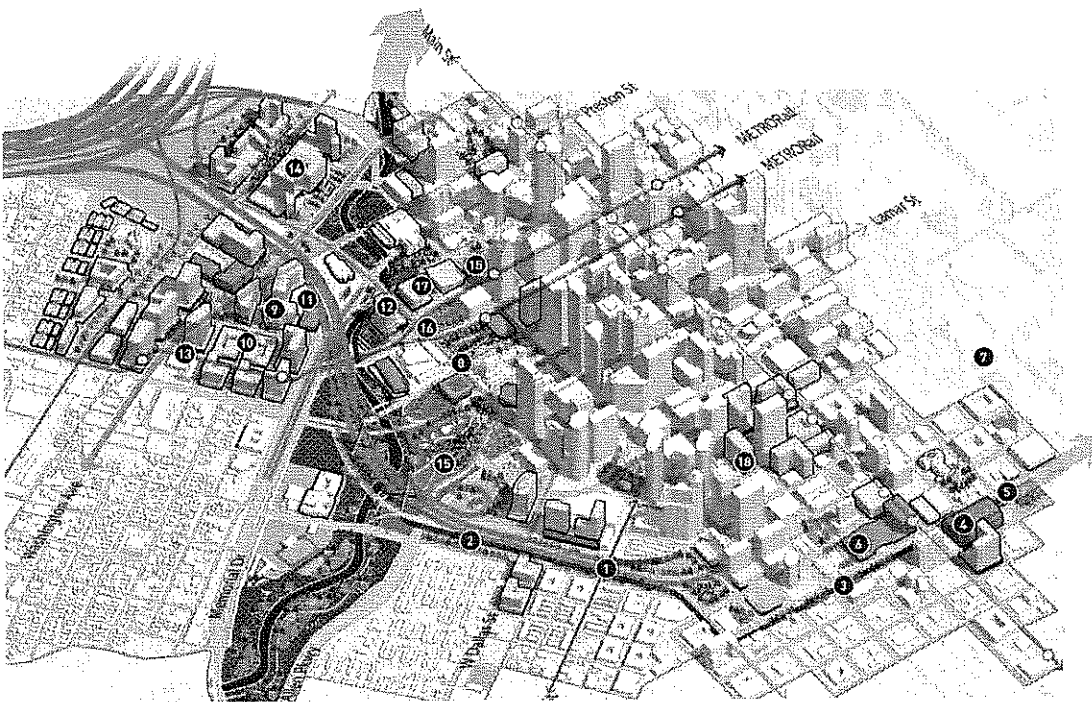


#### North:

Across the northern edge of Downtown, additional opportunities are created by Union Pacific (UP) freight rail relocation, the growth of UH Downtown, the location of significant County assets, and the unique character of the Historic and Warehouse Districts.

- 1 Plan for UH Downtown campus expansion including student housing.
- 2 Connect Buffalo Bayou East Sector with Allen's Landing by building trails and open spaces through City, County and CenterPoint Energy properties.
- 3 Develop a North Downtown Transit Center that serves light rail, bus, and transit investments.
- 4 Transform Commerce Street into a historically authentic "produce row" which serves as a gateway to the east and north.
- 5 Build the North Canal (White Oak Bayou bypass), as recommended in the 2002 Buffalo Bayou Master Plan, as an enriched waterfront amenity with storm water conveyance benefits. Relocate METRO's bus facility to the area vacated by the NHHIP.
- 6 Evaluate, with public input and in tandem with the NHHIP, the realignment of the UP freight and passenger rail lines with a new passenger rail station adjacent to METRO's Burnett Plaza Transit Center.
- 7 Extend Dart Street from the First Ward to Main Street, with connections to Bagby, Rothwell and Providence Streets.
- 8 Extend North San Jacinto Street to connect to Fulton Street in the Near Northside.
- 9 Preserve Nance and Sterrett Streets as the historic core of warehouse structures and existing art studios.
- 10 Explore development options for additional live/work spaces for artists to build upon the character of the Warehouse District.
- 11 Utilize public land vacated by the NHHIP to support Downtown's population growth goals and workforce housing opportunities at new development sites.
- 12 Establish enhanced storm water detention areas and natural open space amenities in the areas vacated by the NHHIP.





#### Southwest:

The south and southwest edges present unique opportunities for improved connections between Downtown, Midtown and the Third and Fourth Wards.

1. Connect Downtown's office core to housing and entertainment options in Midtown and the Fourth Ward. Reconstruct a connective promenade along Andrews Street and highlight the area's African-American history through public art, monuments and historical interpretation.
2. Enhance the Green Loop north/south connection between Midtown, Fourth Ward and Buffalo Bayou Park via Heiner Street, with a NHHP-widened, heavily landscape pedestrian/bike trail.

#### South:

3. Establish an east-west linear greenway along Pierce Street in areas vacated by the NHHP.
4. Develop a signature building that spans a portion of the Pierce Elevated. This development would attract locals and visitors for shopping, and establish a centralized connector between Midtown and Downtown.
5. Evaluate the options to preserve a portion of the Pierce Elevated as a park that catalyzes new investment and provides opportunities for a flexible neighborhood program underneath.

6. Redevelop and expand the existing transit center as the South Downtown Transit Center, with transfer points for a variety of modes of transit.
7. Focus additional residential development in southeastern Downtown to establish stronger connections to Midtown, the Third Ward, and EaDo.

#### West:

The west edge offers an opportunity available in no other area of Downtown: a concentration of City-owned property with more than 100 acres of prime land that fronts Buffalo Bayou.

8. Reposition the Civic Center as the focal point for a 21st century government complex through the restoration of City Hall and improved or new facilities for government services.
9. Prioritize critical functions and facilities for the Houston Police and Fire Departments, relocating ancillary services and functions to alternative sites.
10. Investigate methods to redevelop the City's Justice Complex as a strategic location for high-profile civic uses, governmental offices, and new housing.
11. Pursue opportunities for additional attractions and institutions, including a Houston history or cultural diversity museum, a new state-of-the-art library, or an outdoor music or art venue. These new attractions should focus on civic and arts-based uses that connect the Theater District, the Civic Center and Justice Complex, and the First and Sixth Wards across Buffalo Bayou.
12. Develop an observation deck with a full 360 view, located on Downtown's Green Loop along the west side.
13. Extend the Green and Purple METRO rail lines to the City's Justice Complex to increase the utility of the light rail system, set the stage for future transit expansions, and strengthen the case for redevelopment.
14. Anchor west side redevelopment with the vacant Barbara Jordan Post Office. Equivalent to eight city blocks, the Post Office site offers key connections to Buffalo Bayou, the Theater District, the Historic District and Washington Avenue. A one-of-a-kind multi-cultural center with food, art, retail, offices, assembly, hospitality and educational facilities could serve as a Downtown destination that showcases Houston's diversity.
15. Redevelop west side open spaces - Jones Plaza, Hermann Square, Tranquillity Park, and Sam Houston Park - as key urban places that link the office towers, the Theater District, the Civic Center and Buffalo Bayou, which feed the Green Loop.
16. Rebuild Bagby Street as a welcoming gateway to Downtown from the west.
17. Redevelop Bayou Place in accordance with the 2016 Houston Theater District Master Plan to enliven the Buffalo Bayou frontage and the reimagined Jones Plaza and Bagby Street.
18. Realize infill opportunities and activate street frontage within the office corridors from Smith to Travis Streets, strengthening Downtown's commercial core through increased residential, civic, and retail development.
19. Improve privately-owned public spaces through design guidelines, using programming and temporary activation to transform these spaces into sites for community, entertainment and commerce.







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## 2 Create Downtown's Green Loop.

The Green Loop provides a once-in-a-generation opportunity to rethink Downtown's edges. The Texas Department of Transportation's (TxDOT) North Houston Highway Improvement Project (NHHIP) is a 24-mile, \$7 billion, decade-long infrastructure project; it entails a full rebuild of the three highways encircling Downtown, most notably with the

realignment of IH-45 to the north and east of Downtown in shared right-of-ways with IH-10 and IH-69, respectively. As an "overlay" on the NHHIP, the 5-mile Green Loop is a neighborhood connecting transportation and recreation circuit, with public space and adjacent development on all edges of Downtown.

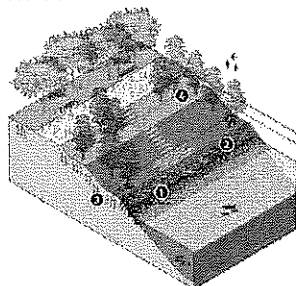
## 2A

### CREATE DOWNTOWN'S GREEN LOOP AS A TRANSFORMATIVE TRAIL, PARK, AND PUBLIC SPACE SYSTEM THAT OFFERS CONNECTIVITY, ATTRACTIONS, AND SIGNATURE OPEN SPACES.

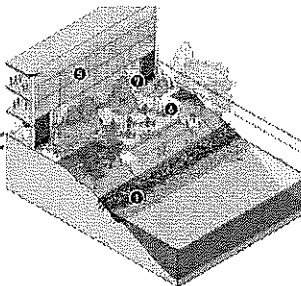
The NHIP will fully remove or trench many of the elevated highways that surround Downtown. Where a gray loop of 20th century infrastructure currently defines these edges, a "green loop" comprised of green spaces and trails will stimulate development of prime opportunity sites, offer new multi-functional open spaces that manage water, and provide recreational and public assembly opportunities. The 5-mile Green Loop will present a 21st century image of Houston's core, both from the air and on the ground.

- Develop a connected system of parks, trails, and public spaces, with key connections to Downtown and adjacent neighborhoods.
- Conceive the Green Loop as the center of the Bayou Greenways, to be used as the trailhead for visitors to discover Houston's bayous and trails.
- Engage the Green Loop and Buffalo Bayou architecturally through activated ground floors and an inviting public realm while also ensuring development is resilient to flood events and supportive of the region's unique ecology.
- Develop civic spaces such as libraries, schools, and community centers that front the Green Loop in support of the central city, and to support resilience and disaster recovery goals (See diagram below).
- Restore the city's street grid and vital infrastructure around the Green Loop, strengthening connections and utility services between Downtown and central city neighborhoods.
- Design signature attractions such as bridges over Buffalo and White Oak Bayous to present new skyline panoramas of Downtown.

#### RESILIENT EDGE

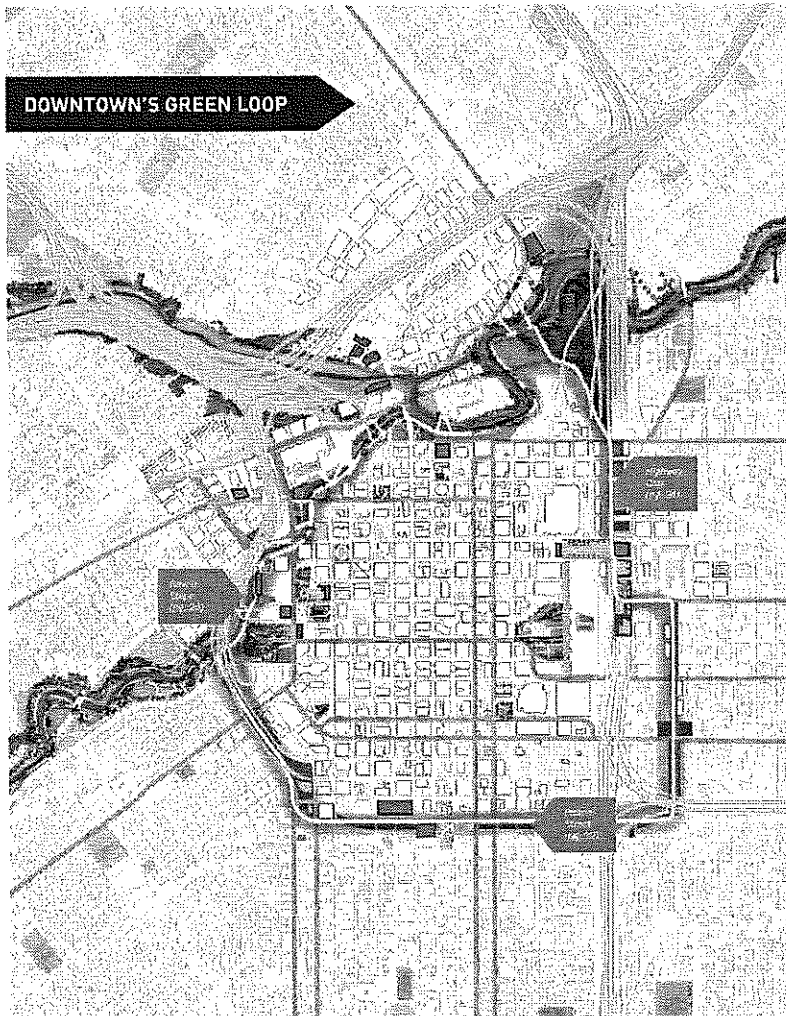


#### ACTIVE EDGE



1. Provide active access to the Bayou with minimal impact to the ecological systems.
2. Control erosion to support the riparian habitat.
3. Absorb stormwater to reduce flooding.
4. Plant diverse, adaptive vegetation systems.
5. Engage the bayou architecturally.
6. Create waterfront gathering spaces and trail linkages.
7. Elevate building systems to protect from flooding.

#### DOWNTOWN'S GREEN LOOP



## PIERCE STREET



### 1 GREEN LOOP

Create a trail with a generous pedestrian path, an amenity zone, and a two-way bikeway. Paving, materials, and patterns should be high-quality and consistent to brand the trail.

### 2 ACTIVE FRONTAGE

Energize the Green Loop by lining it with active ground floor uses, cafe seating, public art, and other amenities.

### 3 TREE ALLÉE

Plant an allée of large canopy trees to provide shade and identity for the Green Loop.

### 4 REPROGRAMMED INFRASTRUCTURE

Evaluate the options for preserving a portion of the Pierce Elevated, potentially incorporating retail or recreation uses above and below the decommissioned highway.

### 5 LOW-IMPACT DEVELOPMENT

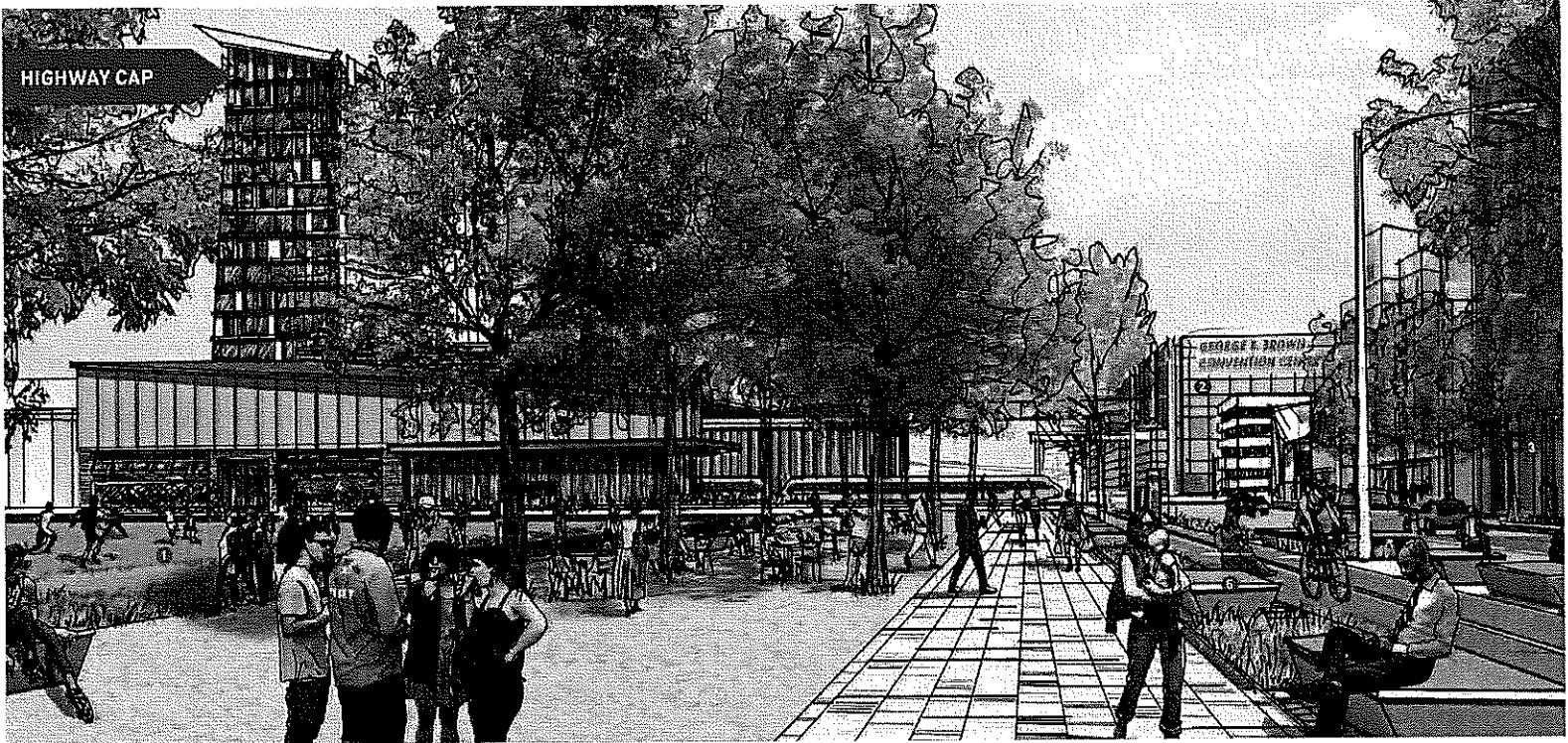
Implement state-of-the-art water quality and detention/retention strategies to reduce the impacts of flood events.

### 6 SIGNATURE DESTINATIONS

Develop a signature destination, potentially revitalizing a portion of the Pierce Elevated.

### EXISTING CONDITIONS





## HIGHWAY CAP

### 1 RECREATIONAL FIELDS

Utilize the cap to provide opportunities for active recreation that are unavailable at smaller parks within the area.

### 2 LEVERAGE DEVELOPMENT

Utilize new development, including residential and new convention hotels, to activate the cap edges.

### 3 GREEN LOOP AMENITIES

Provide high-quality street furniture, bus shelters, underground lighting, bike racks and other amenities that create a consistent pedestrian-oriented experience.

### 4 GEORGE R BROWN CONNECTION

Create a direct connection to the East from the Convention Center.

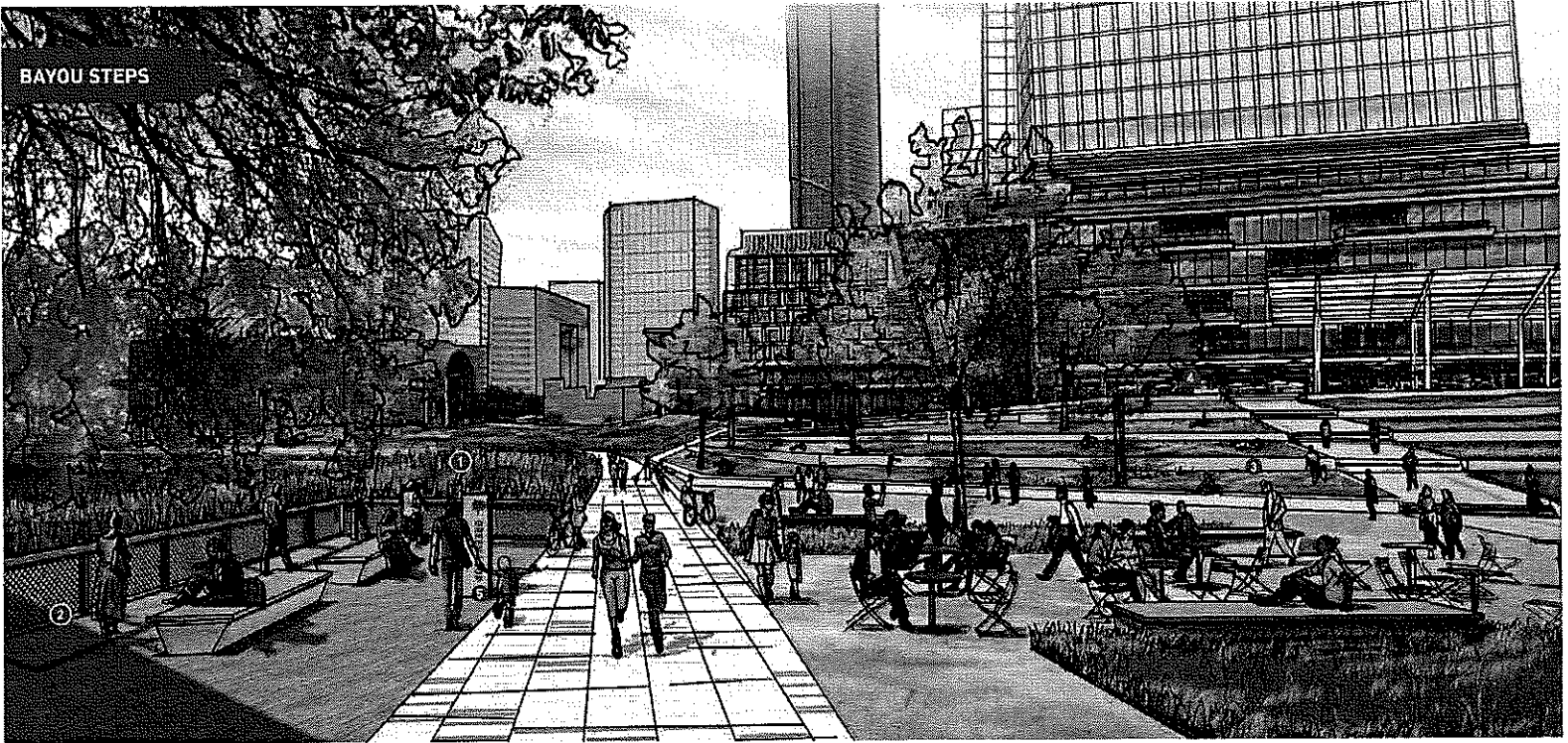
### 5 ACTIVE PARK AMENITIES

Develop restaurant spaces and other key pavilions on the cap.

## EXISTING CONDITIONS



## BAYOU STEPS



### 1 RESILIENT EDGES

Utilize plant material and low impact design to create Bayou edges that are resilient to storm events.

### 2 ACTIVE EDGES

Provide seating and programming that engage the Bayou and bring people closer to the water.

### 3 GRADE CHANGES

Utilize topographic changes and encourage connections between the Bayou, Green Loop, and the Downtown street grid.

### 4 FOUR-SIDED ARCHITECTURE

Design new buildings to relate to both the Downtown street grid and the Bayou. Ensure buildings have active frontages along the Green Loop as a priority.

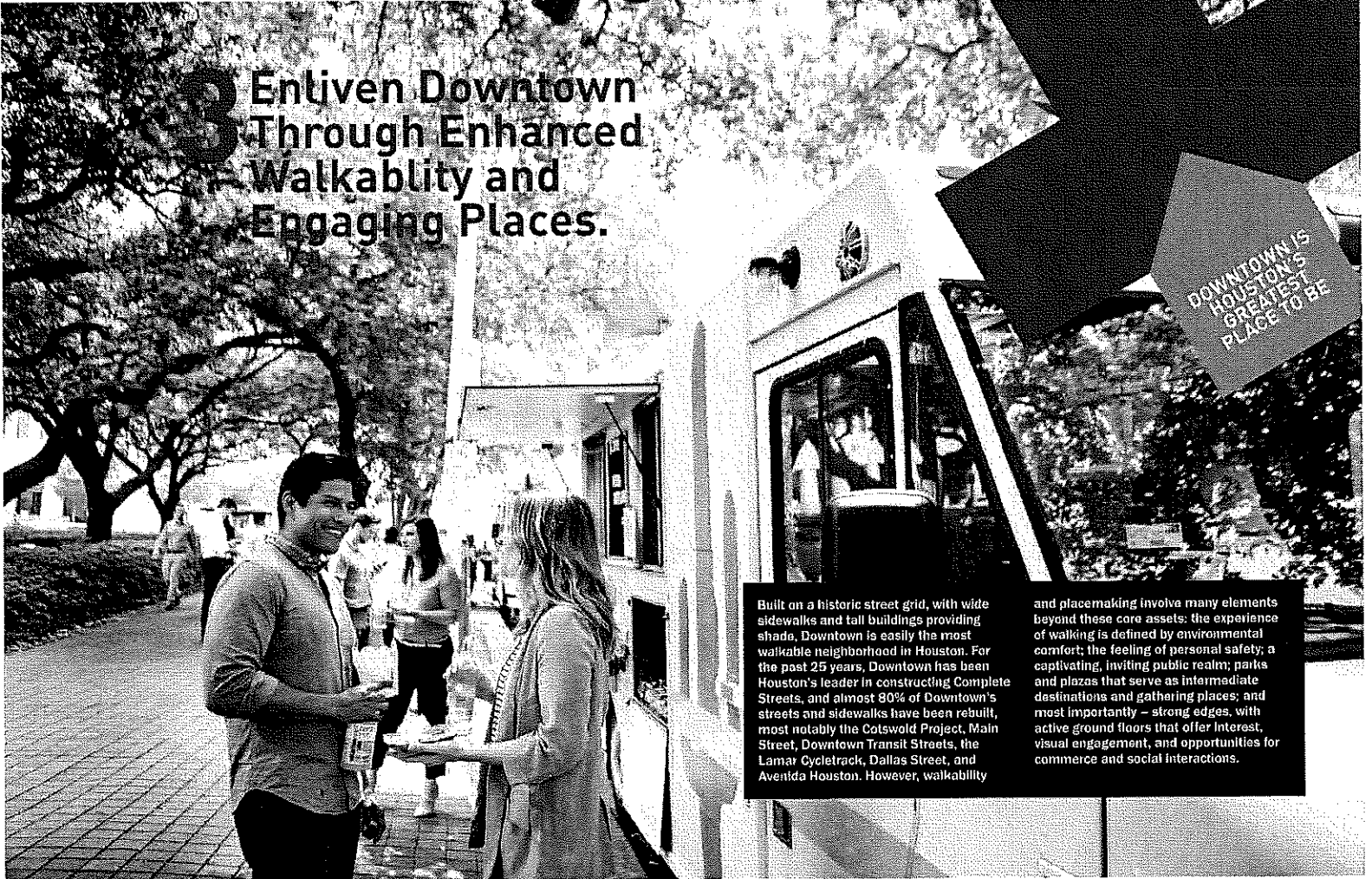
### 5 SIGNATURE WAYFINDING

Design a system of contemporary signage for wayfinding along the Green Loop.

## EXISTING CONDITIONS







## 3 Enliven Downtown Through Enhanced Walkability and Engaging Places.

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Built on a historic street grid, with wide sidewalks and tall buildings providing shade, Downtown is easily the most walkable neighborhood in Houston. For the past 25 years, Downtown has been Houston's leader in constructing Complete Streets, and almost 80% of Downtown's streets and sidewalks have been rebuilt, most notably the Cotswold Project, Main Street, Downtown Transit Streets, the Lamar Cycletrack, Dallas Street, and Avenida Houston. However, walkability

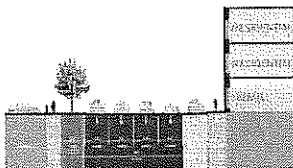
and placemaking involve many elements beyond these core assets: the experience of walking is defined by environmental comfort; the feeling of personal safety; a captivating, inviting public realm; parks and plazas that serve as intermediate destinations and gathering places; and most importantly – strong edges, with active ground floors that offer interest, visual engagement, and opportunities for commerce and social interactions.

# 3A

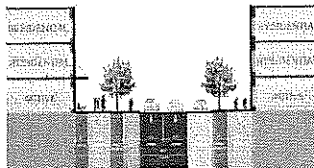
## CONCEIVE OF WALKABILITY AS A CORNERSTONE OF DOWNTOWN'S CHARACTER THROUGH DESIGN IMPROVEMENTS AND NEW DESTINATIONS THAT CONNECT AND EXPAND DOWNTOWN'S CURRENT AND FUTURE GREAT PLACES.

Downtown has a high concentration of truly amazing places: the Theater District, Historic Market Square, Buffalo Bayou, Discovery Green, and Minute Maid Park, to name only a few. However, Downtown's amazing places are often perceived as disconnected from each other, separated by gaps of uninteresting blocks, leading many users to experience their walk as longer than the actual distance.

- Prioritize public realm activation and intersection improvements in conjunction with new destinations to create vibrant, walkable environments.
- Develop Downtown Design Guidelines with developers and stakeholders including communications and utility companies. Establish these Design Guidelines as an ordinance that sets the requirements for public and private (re)development of building ground floors and public spaces and sets the standards for flood protection and resilience.
- Develop strategies for tree planting, green walls, transit shelters, or canopy shade structures. These micro-climate enhancements should include public art, water features, and street furnishings wherever possible.
- Integrate new public places and convert ground floors of existing buildings along key corridors to reduce perceived distances between destinations.
- Enhance existing open spaces and privately-owned public spaces through capital improvements and initiatives to provide programming and amenities.



CAROLINE STREET (EXISTING)



CAROLINE STREET (PROPOSED)

CAROLINE STREET



### 1 INFILL DEVELOPMENT

Promote new development with active ground floors, especially uses which serve daily needs within emerging residential districts.

### 2 WIDER SIDEWALKS

Promote wider sidewalks within priority walking districts and corridors.

### 3 STREET AMENITIES

Provide street furniture, shade structures and awnings, and other amenities that create a pedestrian oriented experience.

### 4 STREET TREES

Plant street trees wherever possible in order to provide continuous shade and ecological services.

### 5 OUTDOOR SEATING

Encourage cafe seating and other opportunities for ground floor uses to engage the public realm.

### 6 PROTECTED BIKE LANE

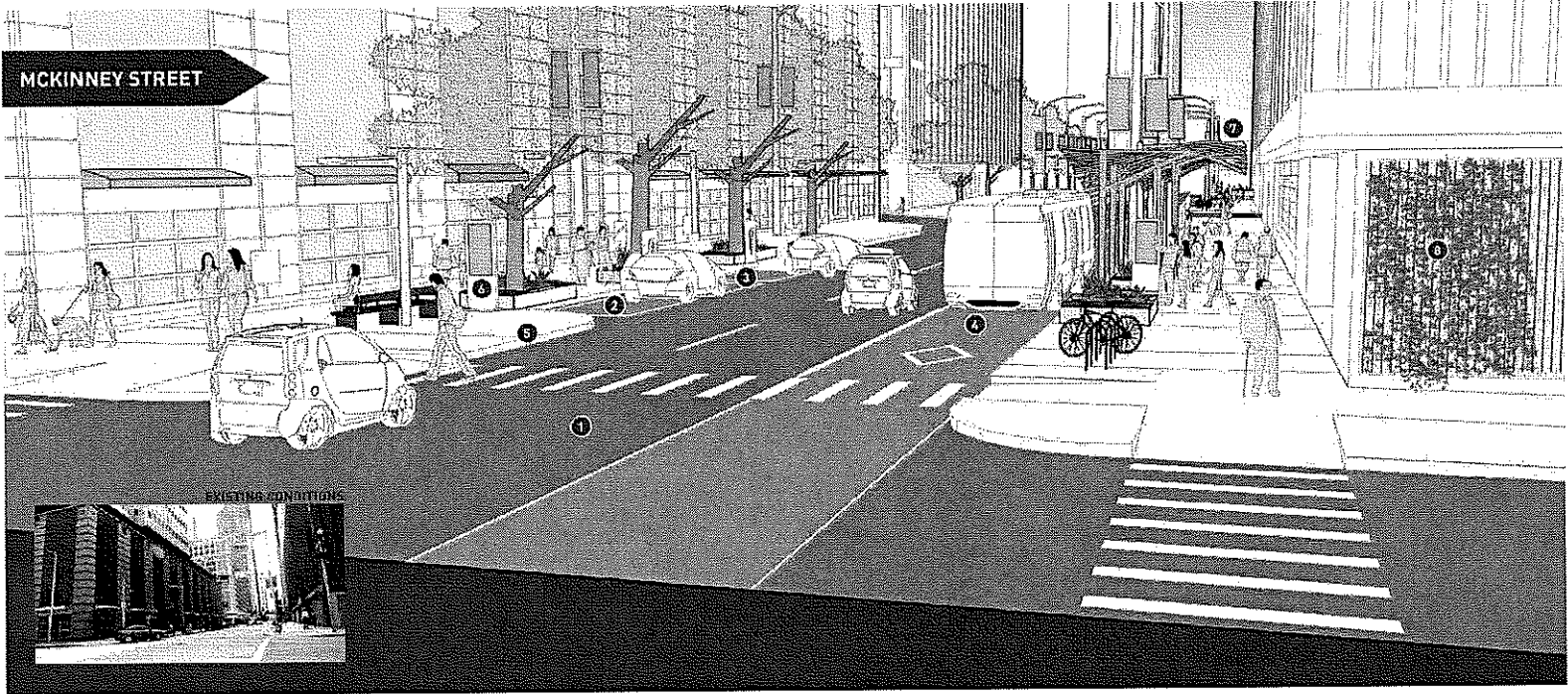
Create a protected bike lane with dedicated streetspace and clear markings.

EXISTING CONDITIONS

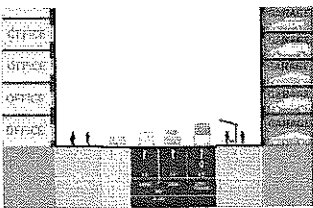




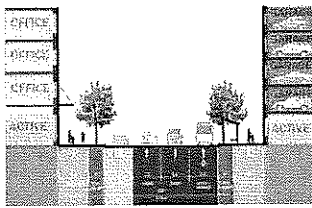
## MCKINNEY STREET



EXISTING CONDITIONS



MCKINNEY STREET (EXISTING)



MCKINNEY STREET (PROPOSED)

### 1 STREETS OF THE FUTURE

Autonomous vehicles and technological changes will require adaptation of our street spaces. The ability of vehicles to speak with each other may limit the need for traffic signals.

### 2 AUTONOMOUS VEHICLE / SERVICE ZONES

Streets will require pick-up and drop-off curb zones as single occupancy/driver operated vehicles become less common.

### 3 ELECTRIC VEHICLE CHARGING

EV Charging Stations can be provided in parking areas.

### 4 DEDICATED TRANSIT LANES

Dedicated transit lanes and dedicated street space can provide a higher quality frequent bus experience.

### 5 INTERSECTION CORNERS

Sidewalk extensions shorten the crossing distance for pedestrians and provide a better walking experience.

### 6 SMART WAYFINDING

Interactive video screens can provide adaptive wayfinding experiences, providing transit or shopping information, or other data or messages as necessary.

### 7 SHADE STRUCTURES

Where underground utilities or vaults make the planting of street trees impossible, provide alternative shade structures.

### 8 GREEN WALL

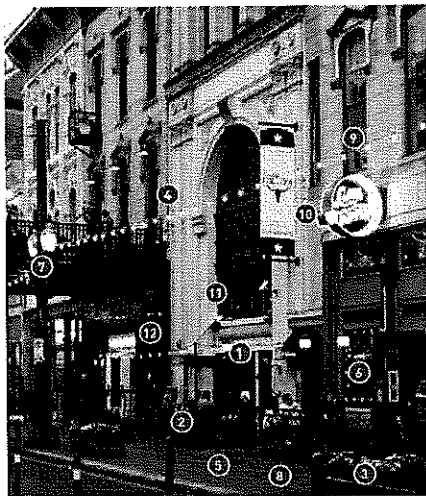
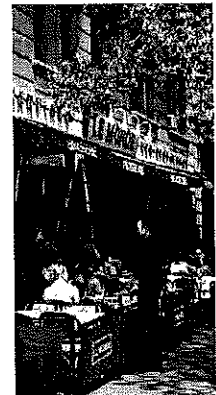
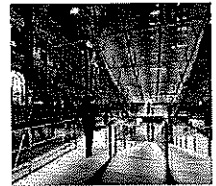
Utilize green walls or public art where active ground floor conversions are not possible.



### 3B CREATE PEOPLE-FOCUSED WALKABLE DISTRICTS THAT BUILD ON DOWNTOWN'S EMERGING RESIDENTIAL COMMUNITIES, ENLIVEN THE OFFICE CORE, AND ESTABLISH SHOPPING PLACES WITHIN DOWNTOWN.

Establish walkable, multi-block districts where key blocks and frontages create a critical mass of retail places. These areas should have identifiable public elements such as signage and wayfinding; concentrations of retail, dining, open spaces, attractions, and other ground-floor activities; places of worship and community gathering places; and a pedestrian-oriented public realm.

- Create clearly defined shopping places.
- Position Downtown for the future of retail, including a higher percentage of services, restaurant and bar establishments, luxury or bespoke goods, and "flagship stores" with a clear understanding that shopping and the delivery of goods is both a physical and digital experience. Seek a blend of local, national and international retail establishments.
- Emphasize and support ground floor activation through compelling architecture, landscape, art, signage, and sidewalk cafes as vital components of a more pleasant and engaging stroll.
- Strive to connect entrances to the tunnel and skywalk network that support the sidewalk and ground floor experience, offering pedestrians a more legible and seamless flow between indoor and outdoor walking routes.



#### WHAT MAKES A GREAT STREET?

- 1 HUMAN-SCALED BUILDING FACADE
- 2 OUTDOOR SEATING
- 3 FLOWERS, PLANTS, AND TREES
- 4 CONTINUITY OF DEVELOPMENT
- 5 GENEROUS PEDESTRIAN THOROUGHFARE
- 6 INDOOR AND OUTDOOR TRANSPARENCY
- 7 PEDESTRIAN LIGHTING
- 8 HIGH QUALITY MATERIALS
- 9 EYES ON THE STREET
- 10 WELL DESIGNED SIGNAGE
- 11 COLOR AND TEXTURE
- 12 UNIQUE STOREFRONTS



**DOWNTOWN IS  
THE PREMIER  
BUSINESS AND  
GOVERNMENT  
LOCATION**

## **4 Support Downtown's Existing Businesses and Promote Corporate Attraction.**

Business is Downtown's economic engine. With over 150,000 employees and numerous Fortune 500 companies, Downtown is Houston's premier business district. Federal, State and especially County and City government all have a major presence within and adjacent to Downtown; in fact, public administration supports 26,000 jobs, the largest employment sector in Downtown. Supporting existing businesses, office property owners, and County and City government is essential to Downtown's future success.

The energy industry has been central to Downtown's growth, but diversifying into new areas of the energy ecosystem and attracting major corporations in other sectors will help provide balanced growth and economic resilience for Downtown. Ensuring that Downtown businesses have access to a connected community of corporate and civic leaders will promote long-term investment and maintain Downtown as the premier business address in Texas.

## 4A DOWNTOWN WILL REINFORCE ITS STATUS AS THE HEART OF THE WORLD'S ENERGY CAPITAL AND THE MOST PRESTIGIOUS BUSINESS ADDRESS IN TEXAS.

Houston is the energy capital of the world, and Downtown is central to many facets of the oil and gas industry. Embodying all aspects of energy business — exploration, production, transportation, trading, refining, petrochemicals, marketing, distribution, and transmission — Houston has ascended as the world's preeminent energy center. With continued strength of the sector and close ties to the Port of Houston, the tenth largest port in the world, Downtown is primed as the leader in energy. Global headquarters remain committed to Downtown and contribute to the dense cluster of talented workers and face-to-face encounters that support a dynamic work environment. Energy businesses support a range of complementary services and catalyze spinoff activity in other industries. Legal, accounting, technical, consulting, and commercial and investment banking services all support Downtown's energy business and foster collaboration for continued growth in professional networks across the broader Downtown business community.

- Grow the energy ecosystem while supporting the diversification of Downtown's business community with alternative energy development and other adjacencies or spin-offs from the traditional oil and gas sector.
- Reposition the industry with local innovation and targeted outreach for corporate expansion and relocation.
- Support corporate expansion and/or relocations through local infrastructure investment, workforce development, marketing, and a strategic toolbox of development programs.
- Invest in relationships among civic and business leaders throughout Downtown to cultivate a professional network that supports business retention over the long term.
- Continue investments to further improve the public realm, transportation, residential, retail, and entertainment options in order to attract a talented and educated workforce.
- Expand the workforce population by 20% over 20 years to continually grow the employee base.

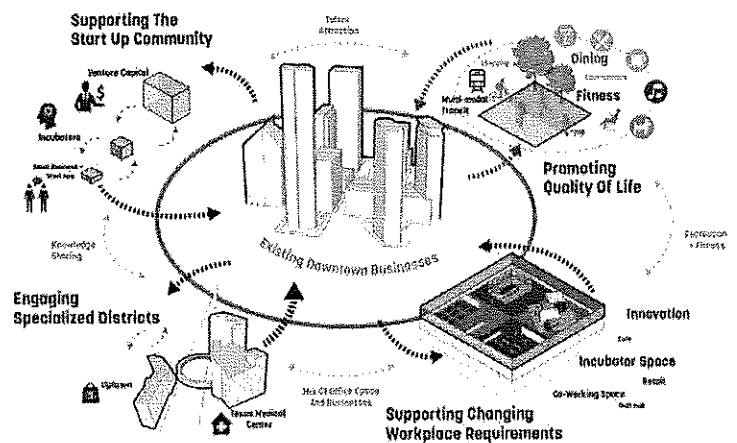
## 4B REIMAGINE PUBLIC ASSETS TO ENSURE THE NEXT GENERATION OF GOVERNMENT FACILITIES CAN SERVE THE NEEDS OF THE COUNTY AND CITY.

While Downtown is the center of the region's private sector, it is also home to a broad collection of public sector facilities and services. Indeed, both Harris County and the City of Houston are among Downtown's largest landholders and employers. Many Houstonians come Downtown solely to access these governmental institutions. With Downtown at the center of the third most populous county and fourth most populous city in the United States, these dual government centers can be upgraded and expanded to provide critical public services and reflect the values of twenty-first century governance.

- Refresh the Harris County Downtown Master Plan to ensure efficient use of public assets and to respond to increased responsibilities, land acquisitions, and evolving public needs.
- Establish the process and create the Master Plan required for City officials and departments to evaluate all facilities and properties in and near Downtown, including the Civic Center, Justice Complex, and other Downtown buildings and public spaces.
- Develop a resiliency plan for both County and City campuses, and establish guidelines for new construction or remodeled facilities in or near the floodplain.

### BUILDING THE TWENTY-FIRST CENTURY ECONOMY

State and local governments and the private sector are working together to promote the growth of the twenty-first century economy by addressing the needs of the twenty-first century workforce.





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BUSINESS AND  
GOVERNMENT  
LOCATION

## 5 Build Downtown's Innovation Ecosystem and the Office of the Future.

Technology and innovation are powerful engines for economic growth and vitality in cities today. Growing innovation economies in American cities have generated benefits such as jobs, higher wages, and tax revenue. These economies require the presence of a talented workforce, high-quality incubator and small-business office space, and a concentration of research and development assets including research universities, business accelerators, and access to venture capital. The concept of an "innovation cluster" is essential to spurring innovative start-ups and small businesses as well as attracting investors and top talent. Opportunities for collaboration and advancement result from the numerous collisions and points

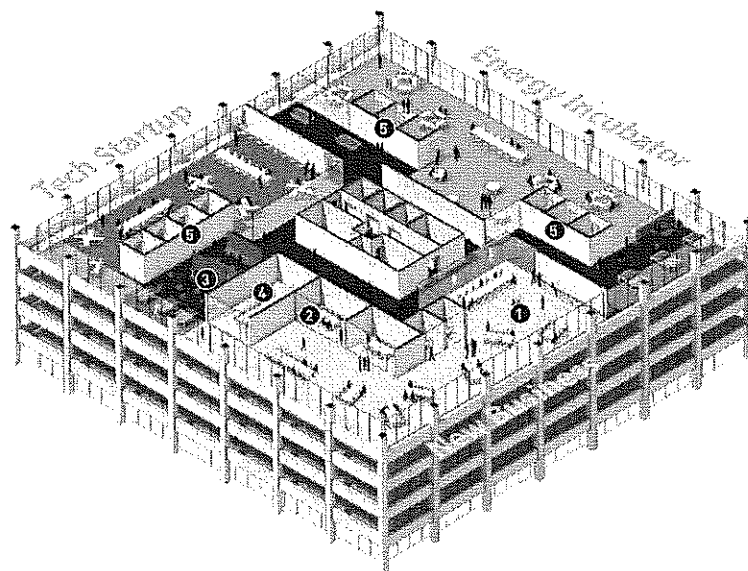
of friction that stem from having a critical mass of business start-ups and research in a single area.

Political and business leaders recognize the opportunity to grow Houston's innovation economy. Through the Mayor's Technology and Innovation Task Force and the Greater Houston Partnership's Innovation Strategy Office, a framework has been developed to enhance Houston's tech ecosystem, including the need for additional collaborative facilities to unlock the potential of this sector. Downtown's Innovation District will become the center of gravity for technology and entrepreneurship in the Houston region.

## 5A DOWNTOWN WILL STRENGTHEN CONNECTIONS BETWEEN EXISTING BUSINESSES AND THE START-UP COMMUNITY, AND PROVIDE THE "OFFICE OF THE FUTURE" TO LAUNCH, GROW, AND RETAIN CUTTING-EDGE BUSINESSES.

Downtown must ensure that start-up and small businesses reach a pivotal density within Downtown, that research and business partnerships prosper, and that the necessary capital is available to keep businesses in Houston as they grow and require additional investment. Offering the correct mix of Downtown office space for start-ups and small businesses will also help attract and keep innovators and their funders within Downtown.

- Leverage Downtown's existing sectoral strengths in the energy sector to differentiate the Innovation District.
- Work with existing Downtown property owners and managers to convert 5% to 10% of Downtown properties into new office spaces with appealing design and flexible layouts for start-ups and small businesses at affordable and/or protected rents.
- Obtain input from start-up and entrepreneurs to define their needs, culminating in a set of prototype office designs and leasing options for property owners to distribute across the range of needs.
- Provide free or low-cost space for start-ups at multiple stages of growth.
- Support programming and community events within Downtown to build momentum and strengthen connections between existing businesses, venture capitalists, angel investors, entrepreneurs, academia and the workforce.
- Partner with a national innovation leader to promote Houston's innovation economy.
- Leverage workforce development based on the Mayor's Complete Communities initiative for neighborhoods adjacent to Downtown in order to support the innovation economy.
- Partner with universities, community colleges, vocational schools and high schools to establish a classroom-to-career pipeline for Houston's innovation economy. Enhance sector strengths through research collaboration, targeted training, internships, on-site job fairs, and tax incentives.
- Collaborate with the Small Business Development Center, the Small Business Administration, and the University of Houston Small Business Development Center in Midtown to establish a Downtown Small Business Center, a one-stop shop or flex space that streamlines how small businesses work with the City, ensuring they are taking advantage of business incentives, accessing state and federal grants, and helping navigate permitting Downtown.



- 1 FLEXIBLE WORK SPACES**  
For both co-working spaces and for many companies, open floor plans have become the norm. Increasingly, companies may provide a number of different seating experiences (standing desks, bars, couches, traditional desks) rather than having a specific desk assigned to an employee.
- 2 SMALL COMPANY OFFICES**  
Small start-ups and established companies may prefer private spaces. Provide small offices for four to twenty employees.
- 3 SHARED AMENITY AREAS**  
Group kitchens and recreation areas are increasingly common within offices.
- 4 SHARED CONFERENCE ROOMS**  
Shared conference rooms of varying sizes are provided along with online reservation systems.
- 5 PHONE BOOTHS**  
Small rooms provide privacy for phone calls or two person meetings.

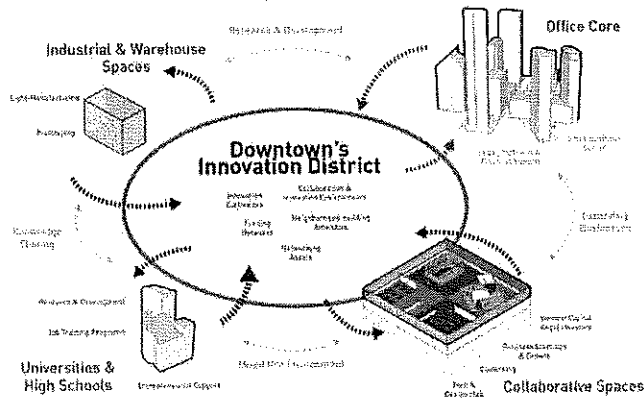




## 5B CREATE A DOWNTOWN INNOVATION DISTRICT.

Establish and grow Downtown's Innovation District to become the center of gravity for technology and entrepreneurship in the Houston region. Today, more than 250 early-stage software and digital technology companies are already a part of the Downtown innovation community. The collisions and culture that attract high value talent will drive billions of dollars of investment into the Innovation District. Strategically located within Houston, Downtown is uniquely positioned as the central node of a larger innovation corridor that can leverage distinct partnership advantages with UH-Downtown, Texas Southern University, University of Houston, Rice University and the Texas Medical Center. In order to grow entrepreneurial activity and retain local talent, The Downtown Innovation District can also leverage Downtown's advantage in the energy sector by encouraging incubator, accelerator, and co-working spaces targeted at energy technology, manufacturing technology, alternative energy, and energy lifecycle companies, as well as the desired urban lifestyles of employees and company founders. Healthcare, cybersecurity, enterprise software development, climate resilience and adaptation, and autonomous vehicle innovation are all strong secondary sectors with innovation potential. Promote the Downtown Innovation District as a regional innovation network that creates a physical home for the innovation economy.

- Support a "lead" organization or governance structure for the Innovation District, its associated venue(s), and member companies.
- Partner with the Innovation and Technology Task Force to identify potential funding sources for necessary capital improvements and operating programs that would strengthen the Innovation District.
- Guide access to venture capital and angel investment for innovation businesses and provide programs for information and technical assistance.
- Build momentum and relationships within the innovation ecosystem by strengthening connections between existing businesses, funders, entrepreneurs, and the innovation workforce through targeted programming.
- Pursue university satellite campuses, supported by corporate sponsorships, that are fully integrated into Downtown and the Innovation District.







6

## Catalyze Downtown's Emerging Neighborhoods

The Downtown Living Initiative (DLI) has produced residential clusters around Market Square Park, Minute Maid Park, and in southern Downtown. These burgeoning neighborhoods are bringing new energy and vitality to the formerly office-centric core. Reinforcing the respective identities of Downtown's residential clusters with distinct streetscape elements, activating the streets with resident-oriented retail and open space, adding nearby schools and daycare centers, and supporting larger

units and homeownership opportunities will establish these areas as diverse, multi-generational neighborhoods. Areas comprising Downtown's edges, such as the City's Justice Complex and the Warehouse District, should be targeted for additional residential development, as should infill near Downtown's transit stations, which can become mixed-use hubs of activity. Through these efforts, Downtown will significantly grow its population, creating a sustainable community that supports 18/7 shopping, dining, and entertainment.

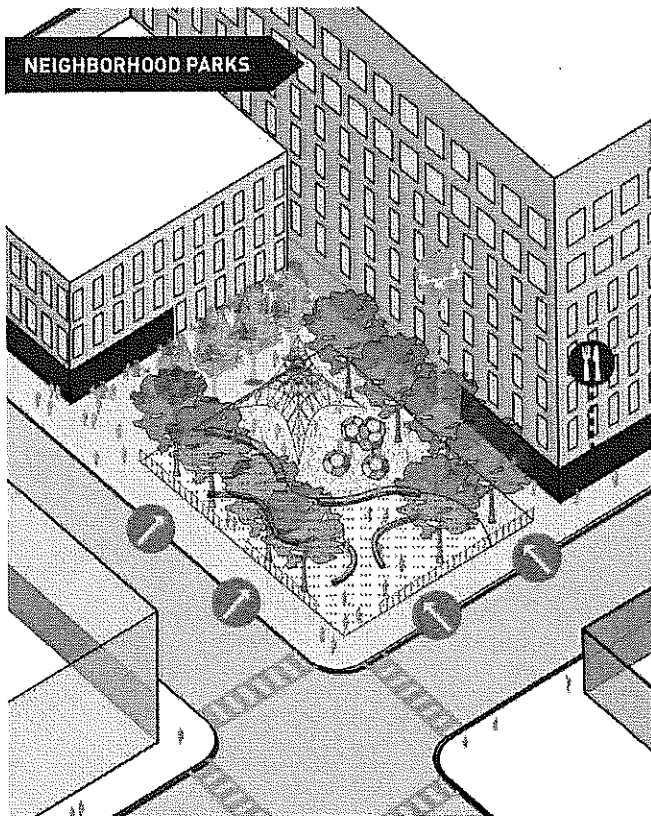
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## 6A BUILD ON DOWNTOWN'S EMERGING NEIGHBORHOOD CLUSTERS BY CONTINUING TO ADD NEW RESIDENTS, INCLUDING OPTIONS FOR FAMILIES, STUDENTS, AND PROSPECTIVE HOMEOWNERS.

The Downtown Living Initiative (DLI) has successfully generated a remarkable collection of mid-rise and high-rise apartment housing in Downtown, all of which include active ground floor uses and creative outdoor and indoor amenities. As DLI projects are completed, Downtown will work to retain the successes of the program, while diversifying the young, mobile population to include more families and homeowners to evolve Downtown living and establish neighborhood roots. These residential communities will provide design and financial comparables for future Downtown housing developments.

- Build 12,000 additional residential units within Downtown to support population growth from 7,500 to 30,000 over the next 20 years.
- Enhance the unique character and streetscape environment for each emerging Downtown neighborhood to establish a strong sense of place.
- Ensure Downtown's residential clusters are prioritized for ground-floor activation efforts. Maintain a high-level focus on attracting small-footprint retailers such as "corner" groceries, bakeries and coffee shops, daily convenience establishments such as drugstores and dry cleaners, and child and pet-oriented parks and care facilities.
- Create a signature open space within each residential cluster, and ensure that the collection of smaller privately- and publicly-owned open spaces provide programming and amenities for all ages and populations.
- Target the provision of larger, family-sized residential units and homeownership opportunities within Downtown.
- Provide family-oriented attractions in Downtown such as a satellite of the Children's Museum of Houston or a learning laboratory modeled on San Francisco's Exploratorium.
- Provide student housing in Downtown to serve the University of Houston, Texas Southern University, Rice University, and post baccalaureate programs in the Texas Medical Center, all accessible by METRORail.
- Build a public elementary school and a public middle school within two or more of Downtown's residential neighborhoods.
- Promote mixed-use infill development with residential options around the Downtown Transit Center.





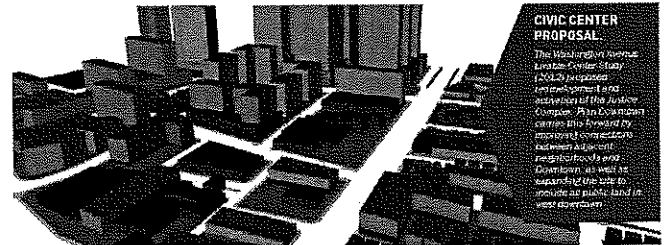
The example above shows amenities needed in each residential cluster, to serve the local neighborhood and the greater Downtown population.

|   |  |  |
|---|--|--|
|  <p><b>ACTIVE EDGES.</b><br/>Activate edges with coffee, restaurants, neighborhood shops, dog parks or kiosks and activate the park with active and passive ground uses.</p> |  <p><b>NEIGHBORHOOD PROGRAM ELEMENTS.</b><br/>Programs that will activate the park and create a sense of community. Programs to include neighborhood events, classes, and other activities.</p> |  <p><b>ACCESS.</b><br/>Design park edges for easy access and safety.</p>                      |
|   |   |   |
|    |    |    |
|  <p><b>MIXED USE.</b><br/>Create a mix of uses through ground floor density, mid-story office and upper-story residential.</p>   |  <p><b>FAMILY USES.</b><br/>Programs that will activate the park and create a sense of community. Programs to include neighborhood events, classes, and other activities.</p>                 |  <p><b>DAY AND NIGHT.</b><br/>Create active edges that activate the park day and night.</p> |
|   |   |   |
|   |   |   |

## 6B WORK WITH ADJACENT COMMUNITIES TO CREATE DEVELOPMENT STRATEGIES THAT LINK DOWNTOWN'S EDGES TO EXISTING OR FUTURE NEIGHBORHOOD PLANS.

Downtown and its adjacent neighborhoods often have complementary land uses that are currently separated by real and perceived barriers. The NHHIP will remove or vastly alter many of these obstacles, providing a shared opportunity for central city neighborhoods to work together and jointly envision the future of these edges, allowing complementary areas of strength to amplify one another. During Neighborhood Connections Workshops held as a part of Plan Downtown, residents

of adjacent communities identified many opportunities to strengthen and knit together the urban fabric around these edges. Existing plans for central city neighborhoods have identified means to boost the residential population and enhance options for mobility, encouraging residents to walk or bike to jobs, and provide many of the retail, entertainment, educational, grocery, and open space amenities for local area residents, employees, and visitors.



### CIVIC CENTER PROPOSAL

The Houston Civic Center Study (2012) proposed redevelopment and renovation of the historic complex. Plan Downtown carries this forward by proposing connections between adjacent neighborhoods and downtown as well as housing and public land in west downtown.

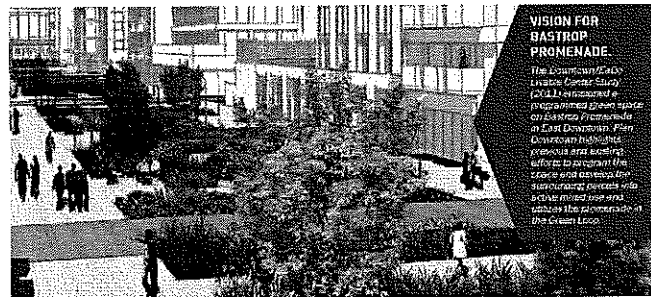


## PLAN HOUSTON

A comprehensive plan for Houston's growth.

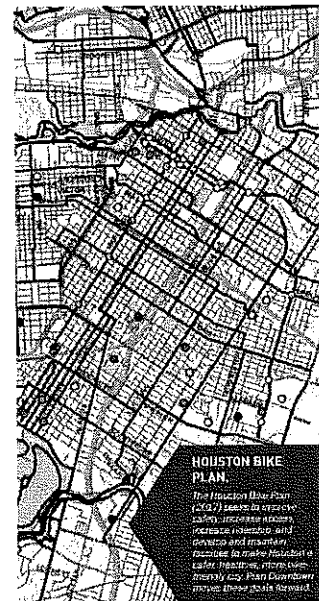
### PLAN HOUSTON

Provides a framework for the policymaking step of adopting the city's first general plan, Plan Houston (2015). The Plan outlines a vision and goals for our community and identifies twelve core missions that, together, are the DNA blueprint for a thriving city.



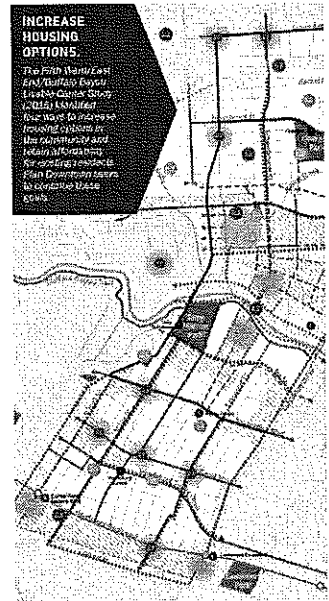
### VISION FOR BASTROP PROMENADE

The Downtown East Urban Center Study (2011) envisioned a programmed green space on Bastrop Promenade in East Downtown. Plan Downtown identifies previous and existing efforts to program the space and develop the surrounding streets into active mixed use and enhance the promenade in the Green Loop.



### HOUSTON BIKE PLAN

The Houston Bike Plan (2017) seeks to actively encourage more bicycle use, and enhance and maintain facilities to make Houston a safer, healthier, more vibrant city. Plan Downtown moves these goals forward.



### INCREASE HOUSING OPTIONS

The 2014 Houston East Urban Center Study (2014) identified the need to increase housing options in the community and identify opportunities for development in Plan Downtown to continue these goals.



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## 7 Support a Comprehensive Central City Housing Strategy.

Demand for housing in the core of Houston, within the 610 Loop, has caused increases in housing prices and changes to the central city's neighborhood fabric. However, housing construction and demand has not been spread evenly across the urban core. Neighboring communities have already created plans to address varying levels of development pressure, which guide their revitalization according to the vision and needs of existing residents.

A Central City Housing Strategy will demonstrate collaboration between Downtown and its surrounding communities. It will help leverage funding, build momentum, and ensure that projected population growth is directed in ways that will preserve neighborhoods, support the Mayor's Complete Communities, and provide equitable benefits for the maximum number of existing and new residents in the central city.



## 7A COLLABORATE ON A CENTRAL CITY HOUSING STRATEGY.

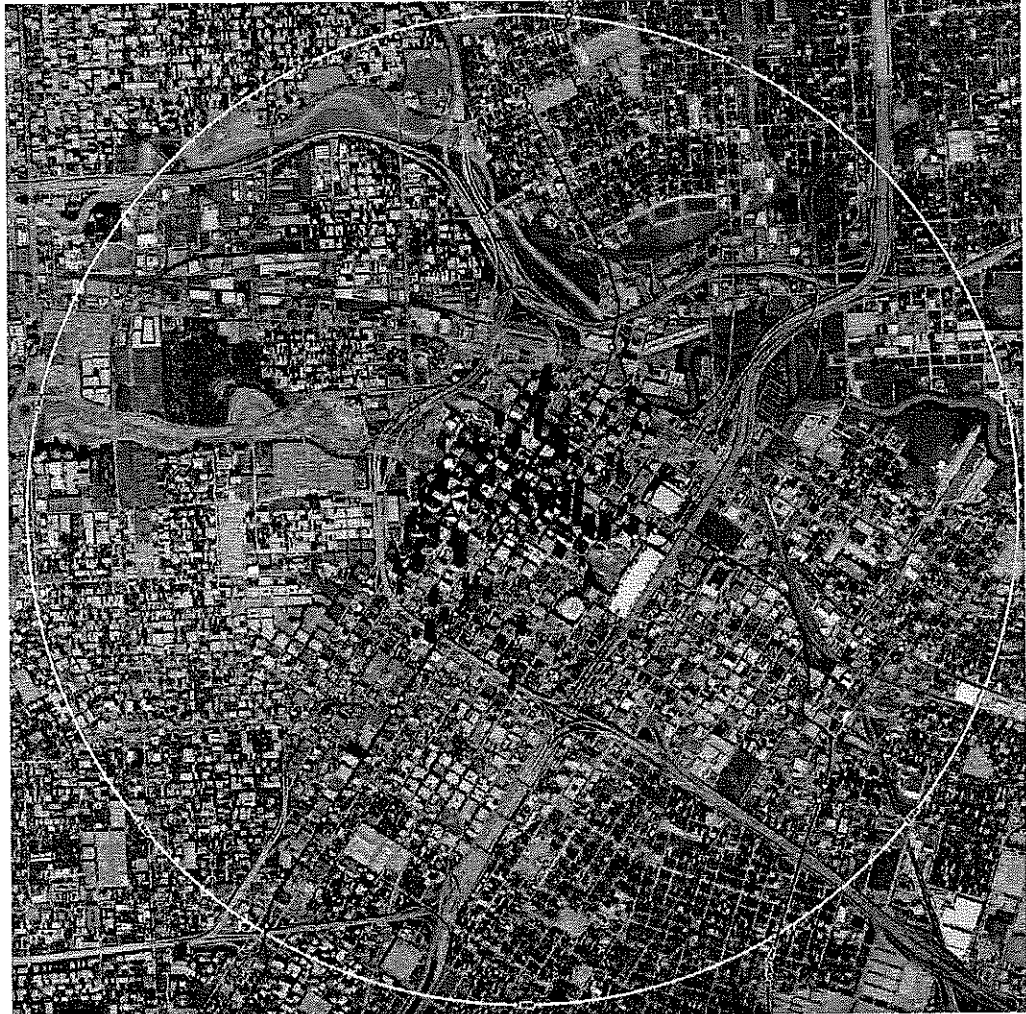
The past several decades have seen an incredible amount of redevelopment within Houston's urban core. Due to the desirability of urban living, Houston's residential construction has been primarily market driven. While new housing has revitalized numerous areas and added to the City's tax base, central city school attendance and delivery of public services has declined in some neighborhoods. Development has often occurred without addressing requisite infrastructure improvements or the historic and cultural fabric of the community. As the urban core continues to grow, collaborative planning for new housing should include measures that consider resident's future needs, workforce and income diversity, and neighborhood plans that support conservation of local character.

- Support broadly inclusive, mixed-income housing in central city communities for existing and new residents and for Downtown's workforce.
- Work with communities to ascertain the types of redevelopment most compatible and supportive of their physical, social and cultural fabric by using existing and future neighborhood plans that determine the needs of area residents using significant public engagement.
- Integrate transit corridors and pedestrian/bike trails throughout the central city to increase the number of Downtown employees and central city residents who can easily take transit, walk or bike to work, services, and entertainment.
- Foster the development of new retail, schools, and open space for the central city's growing population based on existing and future local area plans.
- Support and expand "The Way Home," Houston's groundbreaking homeless housing and services model, to reduce the impacts of street homelessness on Downtown and neighboring communities.

### EXTENSIVE RESIDENTIAL REDEVELOPMENT

The map to the right shows redevelopment in various land use categories within a central place of Main Street Square. The map is an accumulation of reported parcels from 2005 to 2010.

- Single Family
- Multi-Family Low Rise
- Multi-Family Mid Rise
- Multi-Family High Rise
- Institutional
- Parks





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## Capture the Value of Downtown's Central Position.

One of Downtown's strongest competitive advantages is its location at the center of Houston's mobility networks. The highway, transit, bike, and greenway systems converge on Downtown's walkable street grid making it readily accessible from locations across the region. Yet for many people, Downtown driving and parking are intimidating, and public transportation and bike options are underutilized by people coming from just a few miles beyond Downtown.

Major capital projects and changing development patterns are creating

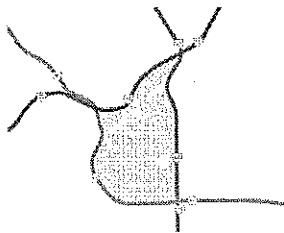
opportunities for Downtown to more fully realize the value of its location. The NHHIP creates a transformative moment for Downtown and surrounding communities for mobility, connectivity, open space, and economic development. Increased density in the central city requires new mobility options to meet the demands for connection to jobs and entertainment in Downtown. The next generation of transit must connect people quickly and efficiently to Downtown from other neighborhoods and major activity centers.



## 8A CAPTURE THE FULL OPPORTUNITIES OF THE NHHIP THROUGH CONNECTIVITY, DEVELOPMENT AND OPEN SPACE IMPROVEMENTS.

The NHHIP transforms the highway system surrounding Downtown, fundamentally changing the primary infrastructure used to define Downtown. This change will create numerous opportunities in and around Downtown. The NHHIP will also be realized over a decade or more, meaning construction impacts require ongoing management.

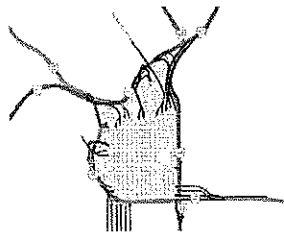
- Advocate for key multimodal connectivity projects, open space, street and utility improvements, and Downtown transportation goals related to the NHHIP. Connectivity projects should take advantage of the removal and realignment of the highway barriers to provide convenient walking, biking, transit, driving, and parking options.
- Improve connections from White Oak and Buffalo Bayou Greenway trails and major bicycle corridors into Downtown.
- Define and prioritize critical open space and urban development opportunities created by the NHHIP, including possible funding approaches, mobility, and economic benefits.
- Establish regular coordination between Downtown, TxDOT, the City of Houston, METRO, Harris County, other agencies, and community stakeholders to address issues of design and construction. Proactively manage the construction process to ensure street and highway access and mobility are continuously maintained and messaged to the public.



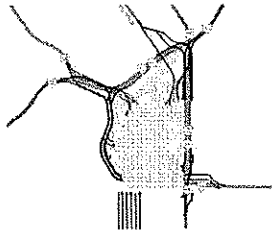
EXISTING HIGHWAYS



FUTURE NHHIP HIGHWAY REALIGNMENT



EXISTING ACCESS



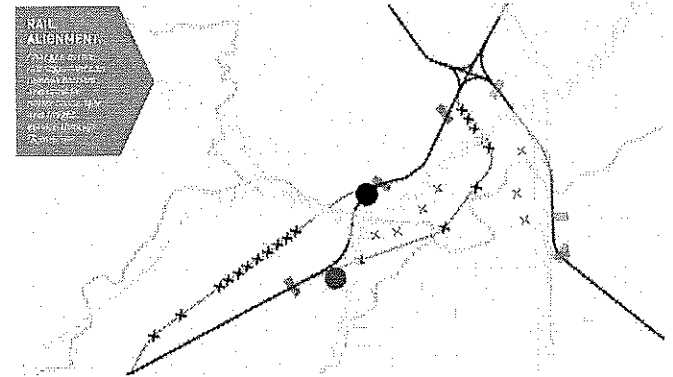
FUTURE ACCESS

- Highway
- Access Egress and Ingress
- HOV Access Egress and Ingress

## 8B COORDINATE TO IMPROVE FREIGHT RAIL OPERATIONS AND REDUCE IMPACTS ON COMMUNITIES.

Major freight rail lines run adjacent to or through Downtown on the east and north sides. These freight lines typically cross the local street network at grade, impacting traffic, transit mobility, and raising noise levels. The West Belt project to minimize at-grade rail crossings east of Downtown and the potential to realign the UP Railroad Terminal Sub Freight and Passenger mains in northern Downtown represent transformative opportunities to rethink how freight rail can be improved not only for freight movement, but also to minimize impacts on roadways and adjacent development. Downtown can be an advocate to guide these projects in a way that improves connectivity, minimizes negative impacts on access and noise, and supports efficient freight movements through the area with enhanced safety for other modes.

- Advocate for consolidation of the UP Railroad Terminal Sub Freight and Passenger mains to eliminate numerous at-grade crossings in Downtown, the Near Northside, and along Winter Street in the First Ward, while also improving freight operations. Coordinate with TxDOT, METRO, UH-Downtown, the Near Northside and First Ward communities, and other affected stakeholders on public engagement process.
- Coordinate with the City of Houston, TxDOT, the Gulf Coast Rail District, Harris County and adjacent communities on the development of the West Belt grade separation projects to maintain maximum connectivity and integration with the NHHIP. This is especially critical at the proposed grade separation at the Franklin/Commerce intersection just east of Downtown, a critical connection to the Second Ward and the Greater East End.
- Coordinate the relocation of the Amtrak Station to the Burnett Transit Center area along the realigned passenger rail line.

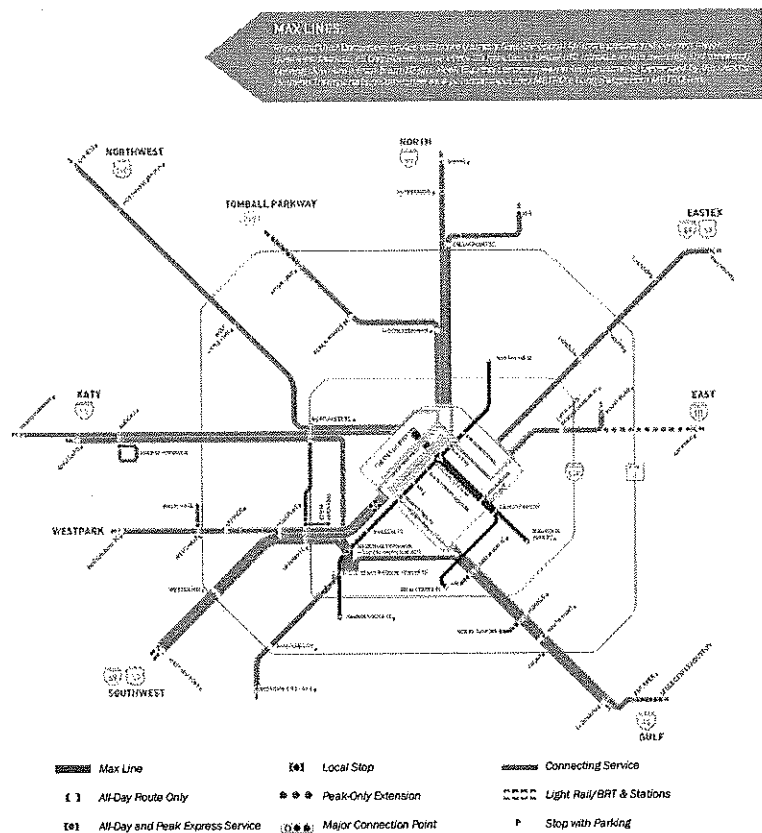


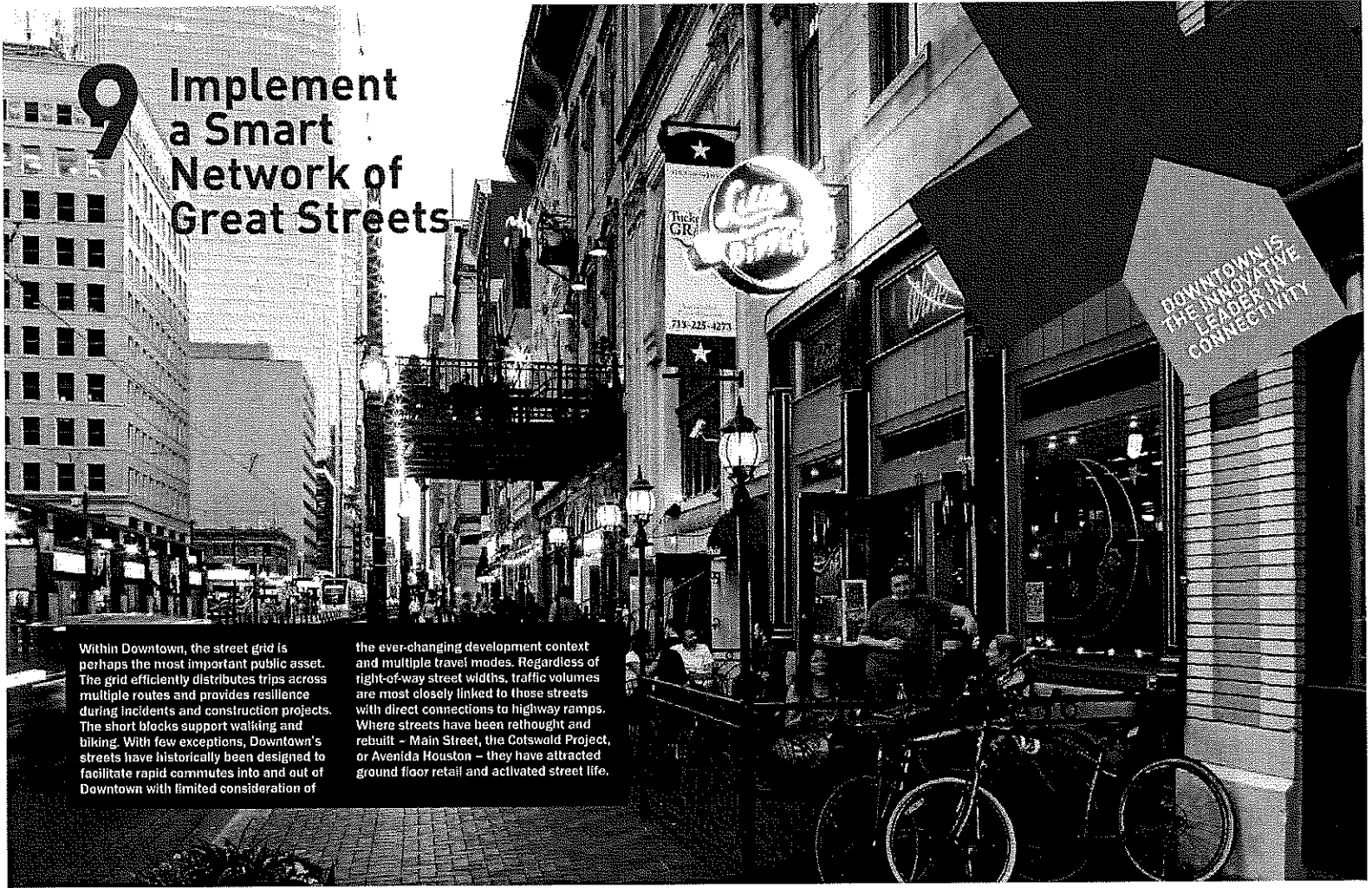
- Potential Rail Alignment
- Potential Rail Removal
- Future Highway Alignment
- Existing Amtrak Station
- Potential Amtrak Station
- Existing Grade Separations on Proposed Alignment
- Proposed West Belt Grade Separations
- Eliminated At-Grade Crossing or Street Closure
- Existing Highway Alignment to be Removed

## 8C DEVELOP THE NEXT GENERATION OF DOWNTOWN TRANSIT.

One in six transit trips in the Houston region start in Downtown, and transit is the primary transportation mode for many commuters who travel longer distances to Downtown employment. This is due to the forward-thinking investments made in the Park & Ride and High Occupancy Vehicle (HOV)/High Occupancy Transit (HOT) systems, METRO Rail transit lines, bus service, and transit lanes to and within Downtown. Opportunities exist for more people to use the transit system, particularly for shorter trips within 1.5 miles of Downtown, while also improving connections to other major activity centers in the region. Doing so will necessitate developing the next generation of transit to meet the demands of potential customers. This will require a coordinated effort including METRO and other regional providers such as The Woodlands Transit and Fort Bend County Transit. It will also require smart, bold thinking about what transit investments and services will best serve the future of Downtown, in both the short and long terms.

- Redefine the Downtown transit system to expand accessibility and improve reliability and travel times from, to and within Downtown.
- Implement the Max Lines Express Bus Network efficiently providing "commuter rail" service levels that build on the existing Park & Ride and HOV/HOT lane system. The Express Bus Network would provide fast all-day connections between major activity centers. This Network should utilize and expand the high occupancy lane system, including two-way service along all highway corridors, new transit centers in key locations, and improved connections to transit center stations.
- Expanding frequent bus service on local routes, and increase bus speed and reliability through Downtown. Improve real time information technology.
- Strengthen the high capacity, rapid transit network by building on the existing light rail transit (LRT) and/or advance bus rapid transit (BRT) investments.
- Extending high capacity east/west LRT or advance BRT between Downtown and Uptown, including serving the Northwest Transit Center.
- Implement the University Line connecting a fully restructured Wheeler Transit Center, connecting Downtown and TMC with Greenway Plaza and Uptown.
- Explore infill station opportunities along existing transit lines.
- Develop walkability, placemaking, and transit-oriented development policies for areas near light rail stations and transit centers.
- Strengthen rapid, convenient transit connections to Hobby and Intercontinental airports and the future High-speed Rail Terminal near the Northwest Mall (near IH-610, US-290 and IH-10 interchange) to allow visitors and conventioners easy access to Downtown destinations.
- Expand commuter transit incentives and education programs for Downtown employees.
- Develop a North Downtown Transit Center as a new transit hub to serve civic and court uses, expand redevelopment opportunities, and provide METRO a permanent bus layover location in northern Downtown.
- Explore tunnel and subway options for high-speed rail, commuter rail, light rail or bus routes to efficiently cross Downtown separated from street traffic. Identify opportunities to connect with the existing tunnel network and street level transit stations (see map on page 67 for potential alignment).





# 9 Implement a Smart Network of Great Streets

Within Downtown, the street grid is perhaps the most important public asset. The grid efficiently distributes trips across multiple routes and provides resilience during incidents and construction projects. The short blocks support walking and biking. With few exceptions, Downtown's streets have historically been designed to facilitate rapid commutes into and out of Downtown with limited consideration of

the ever-changing development context and multiple travel modes. Regardless of right-of-way street widths, traffic volumes are most closely linked to those streets with direct connections to highway ramps. Where streets have been rethought and rebuilt – Main Street, the Cotswold Project, or Avenida Houston – they have attracted ground floor retail and activated street life.

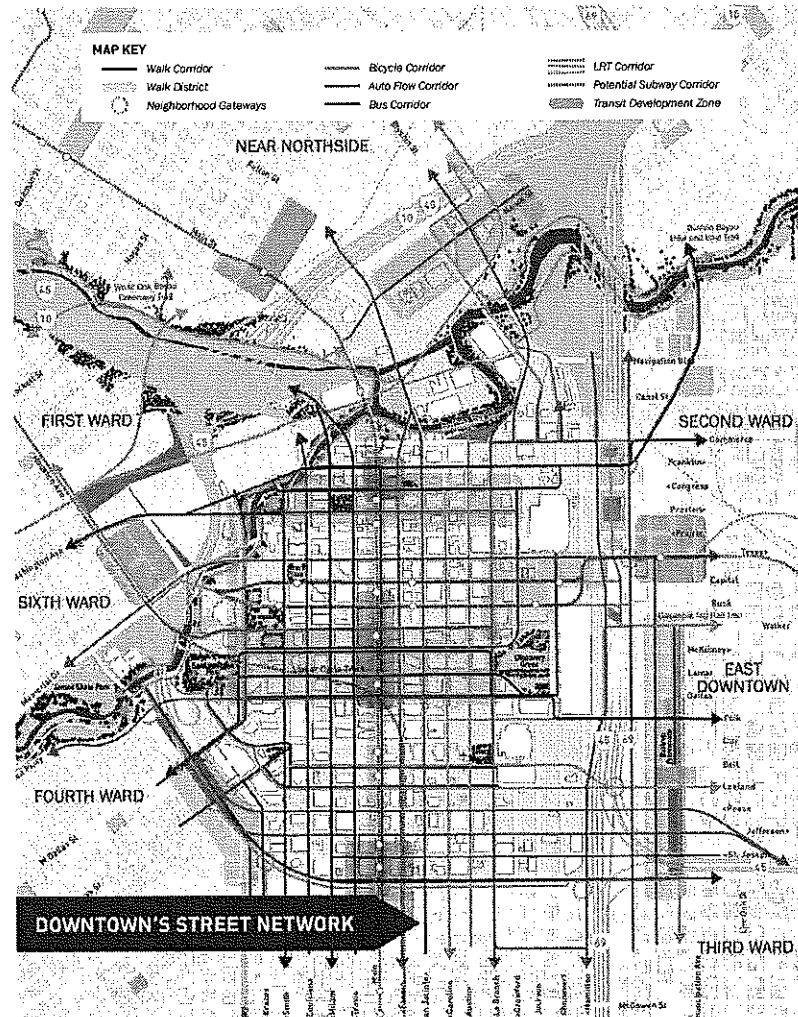
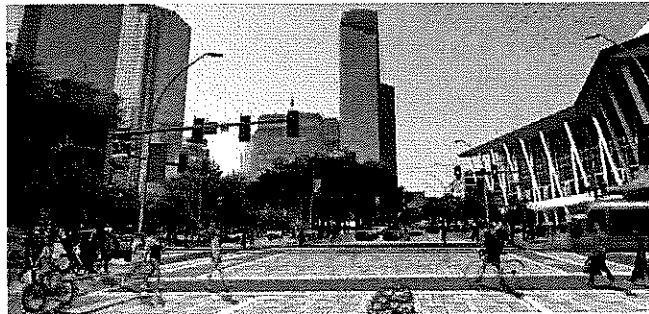
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## 9A RETHINK THE STREET NETWORK TO SUPPORT EXPANDED MOBILITY CHOICES AND IMPROVED OPERATIONS.

Expansion and improvement of the regional transit, bike, and trail networks in recent years has created significant opportunities to connect and improve travel choices through Downtown. Creating specific networks for all modes of transportation – by providing prioritized mobility choices for transit, biking, and walking within Downtown while meeting the needs of commuters – will balance the Downtown street network and support development goals. Each mode of transportation should be developed as a complete network that allows for full mobility throughout Downtown with strong connections to adjacent neighborhoods. Priorities should be determined for each street based on its role in the larger mobility network and the development context along the respective corridor.

- Develop prioritized, integrated mobility networks throughout Downtown linked to regional and neighborhood connectivity, traffic demand, development context, transit and active transportation priorities and safety goals.
- Develop a Great Streets Program to specifically redesign, retrofit and reconstruct streets as enhanced multimodal corridors aligned with mobility priorities.
- Implement a well-connected, protected bikeway and trail network of 3 to 4 east/west and 3 to 4 north/south corridors.
- Partner with METRO to enhance prioritized transit streets through speed and reliability improvements, improved passenger amenities, and information systems.
- As streets are reconstructed, utilize low impact development and design standards that integrate storm water management and landscape best practices for enhanced water quality, drainage, and aesthetics.
- Lead the region with a Vision Zero policy, the elimination of traffic fatalities and severe injuries, to improve safety based on detailed study of safety data.
- Expand wayfinding systems and prioritize gateway connections to adjacent neighborhoods and new destinations as prompted by the NHHIP and related developments.
- Review mobility lanes and on-street parking strategies, including pricing and time periods, to simplify street operations. Provide continuous parking adjacent to active street fronts such as those in the Historic District.
- Study and implement two-way conversions on lower volume streets to support connectivity and redevelopment strategies.
- Pilot projects and technologies to improve signal timings and achieve more balanced synchronization for north/south and east/west movements.

BAGBY STREET





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## 10 Be a National Leader for Connectivity Innovation.

Just one decade ago, the idea that major changes to our transportation and communication systems would be prompted by the invention of smart phones and the life changing tools they have enabled was unthinkable for most. The current period of rapid technological innovation presents significant challenges and disruptions for city leaders and established districts. At the same time,

have proven to be remarkably resilient in capitalizing on technology changes. In fact, urban centers are well positioned to capture these opportunities due to their high density of activities, street grid infrastructure, and installed communication systems. Through the coming decades, Downtown must prepare to maximize the benefits of changing technologies.

## 10A

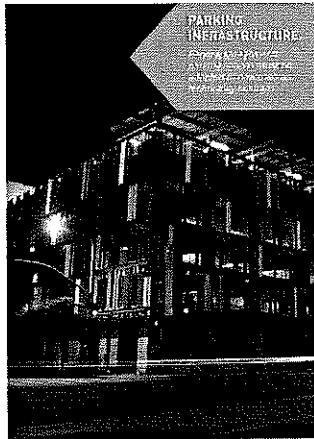
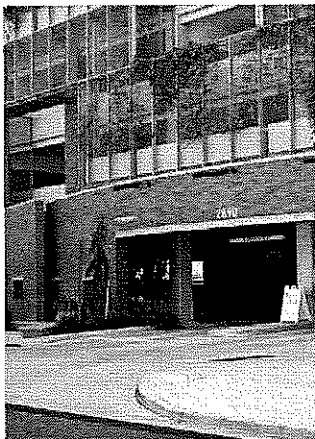
### ADAPT TO AUTONOMOUS VEHICLE TECHNOLOGIES BY MANAGING DOWNTOWN PARKING WITH FUTURE DECREASES IN DEMAND WHILE ADAPTING TO NEW STREET, GARAGE, AND CURB SPACE USES.

The emergence of autonomous vehicles (AVs) presents clear opportunities and uncertain futures for high density urban areas. While AVs may increase the capacity of roadways, AVs may also create increased demands that can overwhelm street operations. Downtown should be a leader in adapting to emerging trends and work with the City, County, TxDOT, METRO, and the development community to actively manage policies that support positive outcomes. What is certain is that the demand for parking, especially in areas with high land values, is likely to reduce in the future. Downtown should strive to actively manage and limit new parking within Downtown, seeking to ensure that new parking is structured to allow for conversion (for example, higher clearance, flat floor plates), and begin examining existing parking structures that may be converted to other uses. Out-dated parking structures should be identified in the near term in order to plan for future development.

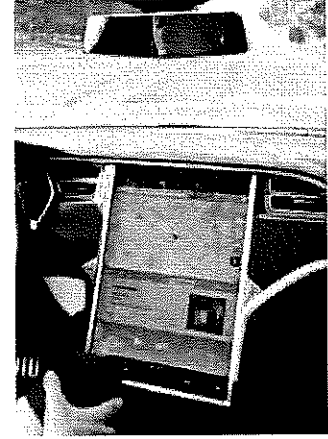
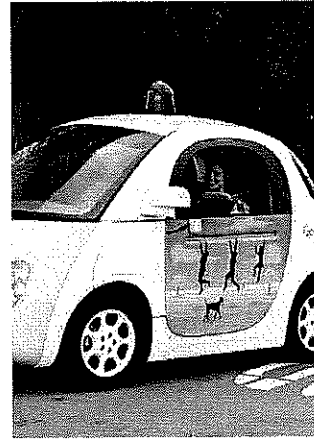
- Position Downtown to benefit from the adoption of AVs for transit, deliveries and commuters. Develop an AV policy framework and a transportation technology working committee.
- Identify partners to pilot AV programs beneficial to Downtown such as transit or commuter shared services.
- Conduct a detailed parking study to understand future parking demand, and promote resources to better utilize and clarify existing parking options.
- Introduce Maximum Parking requirements within Downtown, and develop design prototypes for parking garage conversions to other uses.
- Define pick-up and drop-off curb zones for transportation network companies, carpoolers, freight, and AVs.



**AUTONOMOUS VEHICLES**  
The emergence of autonomous vehicles (AVs) presents clear opportunities and uncertain futures for high density urban areas. While AVs may increase the capacity of roadways, AVs may also create increased demands that can overwhelm street operations.



**PARKING INFRASTRUCTURE**  
The emergence of autonomous vehicles (AVs) presents clear opportunities and uncertain futures for high density urban areas. While AVs may increase the capacity of roadways, AVs may also create increased demands that can overwhelm street operations.



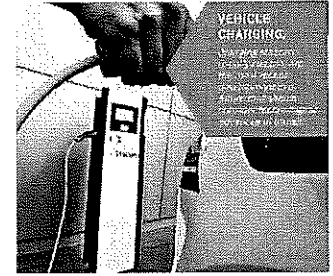
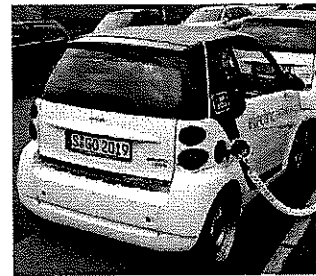


## 10B

### ENSURE THAT COMMUNICATION, ELECTRONIC, AND ELECTRICAL NETWORKS SUPPORT EVER-CHANGING TECHNOLOGIES AND TRENDS.

One of the advantages of Downtown as the center for business and a growing nexus for urban living is the presence of existing infrastructure that supports new developments. The perpetual investments in streets, drainage, transit, and communications all strengthen Downtown as a technological platform for new development. In turn, new development allows more efficient use of those infrastructure networks. But trends in mobility and working are changing the demands on infrastructure that will require Downtown to adapt. Vehicle power systems are already transitioning to more electric engines, creating the need for more charging stations. AVs may require new communications systems to reach their full potential. Work patterns will continue to evolve with continued growth in working at home or in flexible work spaces that require premium communications networks.

- Work with the City, developers, and power providers to implement an Electric Vehicle strategy that deploys charging stations and utilizes renewable power generation including integrated solar generation.
- Ensure the integrity of Downtown's power and communications grid, including the conversion of overhead to underground electrical distribution in Downtown's southeast quadrant.
- Provide expanded WiFi access in Downtown parks and public spaces. Expand access to high speed internet in Downtown and surrounding neighborhoods to support innovation, entertainment, flexible work, and education demands.
- Implement smart street light systems across Downtown in order to collect beneficial city data - including traffic, air quality, noise, and weather information - to complement the existing TranStar and Homeland Security technologies in and surrounding Downtown.

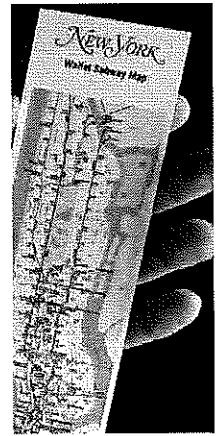
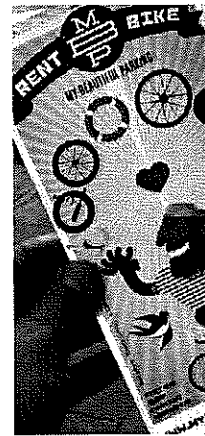
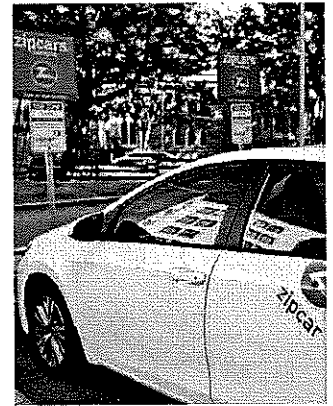
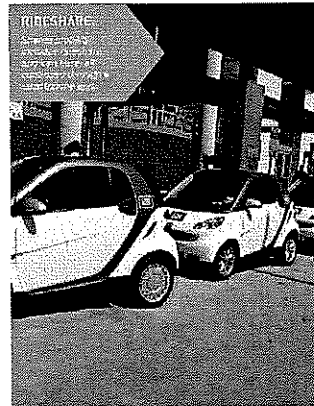
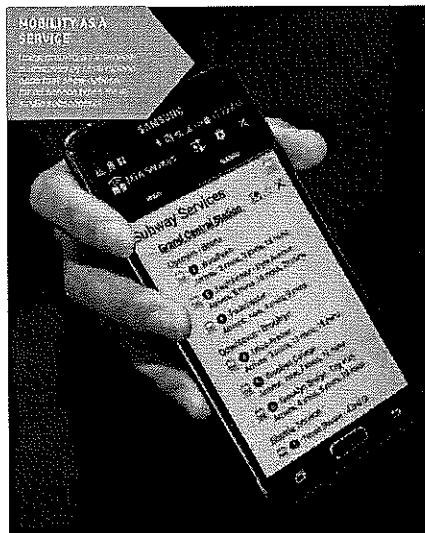




## EXPAND SHARED MOBILITY AND "MOBILITY AS A SERVICE" OPTIONS WITHIN DOWNTOWN, INCLUDING CAR SHARE, BIKE SHARE, RIDESHARE, AND TRANSIT ACCESS.

An increasingly likely transportation future already implemented in cities like Singapore is the concept of "mobility as a service." This model of mobility allows a user subscription to a single card or smart phone application that offers car and bike rental, transit trips, or ride hailing services all for one price or through a single payment platform – giving the user the option to select whichever mode makes the most sense for the particular trip. Within the Houston region, Downtown has the best opportunity to implement this concept and provide mobility as a service for Downtown employees, residents, and visitors.

- Develop key mobility hubs within Downtown linked to employment centers and residential development.
- Expand the bike share and strengthen car share within Downtown. Bike share expansion should be linked to improved bikeway infrastructure and connections to transit.
- Develop educational programs and materials to encourage potential users to understand and sample the shared mobility system.
- Partner with providers to offer mobility as service subscription options for workers and residents in Downtown.



# IMPLEMENTATION

This implementation framework identifies tasks and implementation partners to realize the Strategies and Actions proposed in *Plan Downtown*. Guiding public and private investment toward the highest potential economic and community benefit will create momentum for the full delivery of this Vision, but full implementation of this Plan would exceed the resources available to any individual agency or organization. The potential order of magnitude costs and benefits of each Strategy has been assessed to understand order of magnitude return on investment. Potential benefits may include economic and community impacts to Downtown and its residents, employees, and visitors, and the city as a whole. Additionally, it is necessary that actions promoted within each Strategy be achieved in ways which integrate the Pillars and Strategies. Using this approach, the Strategies in *Plan Downtown* are consolidated into implementation tasks and prioritized in two timeframes to maximize return on investment:

- Near-Term Priorities could require less capital investment and/or implementation complexity, yet provide significant economic and community return. These returns can be leveraged to fund additional Downtown investments over time and support the full implementation of the Plan.

- Long-Term Priorities provide significant and transformative benefits to Downtown, but require a more significant expenditure of resources, additional planning or design, a longer development or construction timeline, and/or complicated coordination between the public and private sectors. A process to develop actionable plans, secure financial resources, and implement each of these priorities needs to be advanced.

## Phasing & Implementation Recommendations

For each Strategy, two factors support implementation. These include:

- Tasks – Each Strategy will require thoughtful planning and coordination among public and private entities. To ensure successful implementation, the first step for project leaders is outlined below.
- Implementation Partners – In order to advance implementation, each Strategy identifies potential funding sources available. Existing public resources can fund certain Strategies, while other Strategies will require additional funding.

| TASK  | DESCRIPTION  | STRATEGIES REFERENCED | IMPLEMENTATION PARTNERS   |
|---|--|-----------------------|---|
| <b>Near-Term Priorities</b>   |  |                       |   |
| Establish the design standards to maximize the future TxDOT highway investments associated with the construction of the I-10/15 | Collaborate with TxDOT and participating agencies to define the urban design aesthetic within the TxDOT right-of-way and project limits. Prepare and document design guidelines and prescriptive specifications to assist TxDOT throughout the procurement, design and construction phases | 1, 2, 8, 9, 10        | TxDOT<br>COH Mayor's Office<br>COH Public Works Department<br>COH Planning & Development Department<br>Central Houston, Inc.<br>Downtown District<br>Houston First Corporation<br>Management Districts & TRZs |
| Develop Downtown Design Guidelines to support an activated, pedestrian-oriented experience.                                     | Develop and release Guidelines. Work with the City of Houston to enact guidelines by ordinance   | 1, 3, 6, 9, 10        | Downtown District<br>Downtown Redevelopment Authority<br>City of Houston (COH)  |
| Redevelop the Civic Center and Justice Complex as part of a municipal government center master plan                             | Conduct space utilization, needs and resiliency studies for the City Departments based Downtown, and develop a master plan for the redevelopment of the Civic Center and Justice Complex.  | 1, 2                  | COH Mayor's Office<br>COH General Services Department<br>COH Planning & Development Department  |
| Understand Convention Center improvements and expansion, and develop additional Downtown Hotels.                                | Continue the expansion of the Convention Center based on the GRB Master Plan, develop new strategies to connect to the East, and support hospitality growth  | 1, 2                  | Houston First Corporation<br>COH Mayor's Office of Economic Development   |
| Update the Harris County Downtown Campus Master Plan  | Conduct space utilization, needs and resiliency studies for County facilities in Downtown  | 1, 2                  | Harris County   |
| Target outreach for corporate relocations to Downtown.  | Continue existing outreach efforts and ensure investments within Downtown to increase business attractiveness.   | 4, 5                  | Greater Houston Partnership<br>COH Mayor's Office of Economic Development<br>Central Houston, Inc.  |

| TASK  | DESCRIPTION   | STRATEGIES REFERENCED | IMPLEMENTATION PARTNERS   |
|---|---|-----------------------|---|
| Foster a greater sense of community and knowledge-sharing network within the Downtown business community.   | Continue and expand existing business outreach programs.  | 4, 5                  | Central Houston, Inc.<br>Greater Houston Partnership<br>Houston First Corporation<br>Professional Associations  |
| Grow start-up community through programming, partnerships and incentives. Partner with academic institutions to advance research and entrepreneurial collaboration. | Formalize collaboration of public, non-profit, educational, and private entrepreneurial entities to launch Downtown Innovation District.  | 5                     | Greater Houston Partnership<br>COH Mayor's Office of Economic Development<br>Central Houston, Inc.<br>Local or State Universities<br>Private entrepreneurs and funders  |
| Facilitate start-ups and other non-traditional office users through the conversion of floorplates to meet needs of entrepreneurs.                                   | Converse Downtown office property owners, entrepreneurs, and lenders to understand current office space vacancies and projected future demand   | 5                     | Central Houston, Inc.<br>Commercial Property Owners   |
| Support the City of Houston in the development of a Central City Housing Plan.  | Partner with the City and central city communities to develop an integrated, equitable, and comprehensive Central City Housing Plan that includes strategies for transit-oriented development and affordability.  | 3, 6, 7               | COH Office of the Mayor<br>COH Housing & Community Development<br>Community Development Corporations<br>Community Housing Development Organizations<br>Management Districts & TRZ                               |
| Determine the future needs of Downtown parking and mobility relative to autonomous vehicles and a sharing economy.  | Conduct a Downtown parking study to understand future parking and mobility needs within Downtown  | 6, 9, 10              | Downtown District<br>COH Public Works Department<br>COH Administrative & Regulatory Affairs Department  |
| Support and promote Downtown Transit Projects within the METRO Long Range Plan  | Support and promote transit connections to regional activity centers and airports with maximum utilization on expanded HOV/ HOT lanes, local bus improvements and rail expansion.   | 1, 8, 9               | METRO<br>TxDOT<br>Houston Airport System<br>Central Houston, Inc.<br>Houston First  |
| <b>Long-Term Priorities</b>   |   |                       |   |
| Develop signature attractions Downtown  | Based on results of current study, advance recommendations.   | 1, 2                  | Houston First Corporation<br>COH<br>Downtown District   |
| Develop the Green Loop and guide development to adjacent sites  | City leadership to determine sites and develop investment framework, in concert with TxDOT development and construction schedule.   | 1, 2, 3, 6, 9         | TxDOT<br>COH Office of the Mayor<br>Central Houston, Inc.<br>Harris County Flood Control District<br>Harris County Sports Authority<br>Management Districts & TRZs<br>Non-profit civic entities<br>Philanthropy |
| Expand strategies for corporate relocation  | Research financial incentives in other markets that have been successful in attracting new corporate tenants  | 4, 5                  | COH Office of Economic Development<br>Greater Houston Partnership<br>Central Houston, Inc.  |
| Build an additional 12,000 residential units Downtown.  | Work with the private sector to promote residential development Downtown, utilize public land and TRZ funding to accomplish affordability goals   | 3, 6, 7               | Private Development<br>COH Office of the Mayor<br>COH Housing & Community Development<br>Downtown District<br>Downtown Redevelopment Authority  |
| Build new North Downtown Transit Center.  | Coordinate with METRO to develop plan for integrated transit center   | 3, 8, 10              | USDOT<br>METRO<br>Harris County   |
| Incorporate new and emerging technology/data collection in new infrastructure and public improvements.  | Develop guidelines for the incorporation of new technology in public and civic projects.  | 8, 10                 | COH General Services Department<br>COH Public Works Department<br>Downtown District   |
| Continue the redesign and rebranding of Downtown assets to provide greater multi-modal access and support character and development goals.                          | Implement a full base network within Downtown in coordination with Green Loop improvements. Refresh, update and create new pedestrian priority corridors, in coordination with ground floor activation. Pursue potential two way conversions and improve commuter corridors with smart technology and signals | 3, 6, 9               | Downtown District<br>Downtown Redevelopment Authority<br>COH Planning Department<br>COH Public Works Department<br>METRO  |



DOWNTOWN  
PLANNING  
PROCESS



## STAKEHOLDER ENGAGEMENT

Plan Downtown included a stakeholder engagement process intended to solicit broad input from Downtown residents, business leaders and employees, visitors, government officials, non-governmental organizations, community members from the adjacent neighborhoods and city-wide stakeholders. Early in the process, a 19-member Leadership Group was formed to guide the total effort, from project definition, to consultant procurement, to monthly progress meetings. Within this Leadership Group and somewhat unique for a Downtown plan, Board members and staff from the neighboring management districts were at the table from the outset as planning partners. The Leadership Group also served on a 166-member Steering Committee which met at three project milestones: vision development, concept design, and review of the draft plan.

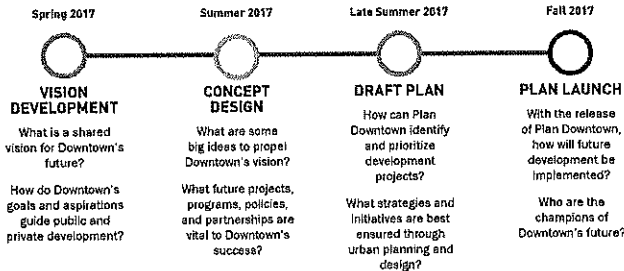
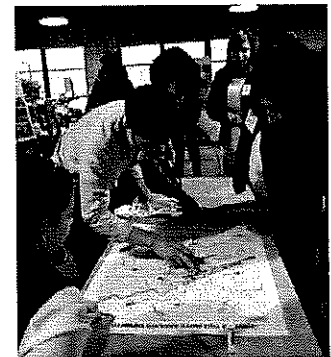
For public engagement, a variety of strategies were utilized over an eight month period. Six large format public workshops were held in Downtown during vision and conceptual framework stages. Special gatherings for members of Central Houston, Inc. included a breakfast meeting presentation and a happy hour with Central Houston Inc. Millennial Enterprise (CHIME). Project team members promoted the plan throughout Downtown, including the Urban Land Institute's Urban Marketplace, the Farmer's Market at City Hall, events at Market Square Park and Discovery Green, and presentations to business groups such as the Greater Houston Partnership and CenterPoint Energy. During the process, the partnering organization's Boards of Directors were engaged through presentations and workshops. Due

to the opportunities and challenges associated with the NHHP – and acknowledging the need to include the adjacent communities in the planning process to foster better social, economic and physical connections between Downtown and its neighbors – four connections workshops were held in the adjacent neighborhoods specifically for those stakeholders to participate.

The Plan Downtown process began with a deep dive into Downtown's current conditions. This research framed a visioning process that prompted stakeholders to ask the big questions about Downtown's future. The following five questions emerged as the key elements in developing the Plan's Vision statement and the four Pillars of this report:

- What are the competitive advantages of Downtown, and how do we build on those in the future?
- How can Downtown better connect to adjacent neighborhoods?
- How do we make a Downtown walk a more pleasant, safe and engaging experience?
- How does Downtown attract the future workforce?
- What are the future housing needs in Downtown and the adjacent neighborhoods?

Using the four Pillars as a starting place, specific Strategies and Actions to address these and other questions were developed in cooperation with the Leadership Group, Steering Committee and the public throughout the planning process.





#### MY DOWNTOWN

This online map tool was used to gather information about participants' experiences in downtown.

#### Online and Text Survey

In addition to the physical outreach process, online and text survey tools were used. As part of the project's website, an online survey, My Downtown, was developed to capture "sentimental" data regarding the ways in which stakeholders use and view Downtown. Over 1,300 respondents submitted almost 30,000 personal points on the online maps, data which was invaluable to the planning process. Additionally, a text based survey tool, Textizen, was used to capture responses from those around Downtown who may not have online access. Large format graphics installed in storefront windows asked key questions at six locations around Downtown. Aspects of Downtown from "What is the heart of Downtown?" to "What are your favorite streets, restaurants, and meeting places?" to "What areas do you avoid and why?" are a few of the queries addressed by the surveys.



#### TEXTIZEN

This cell phone based tool was used to capture responses to questions.

# PARTNERS

## DOWNTOWN DISTRICT

The Houston Downtown Management District (Downtown District) was formed by an act of the Texas Legislature in 1990 and has been in operation since 1991. During this time, Downtown has experienced an exciting renaissance and a remarkable economic rebirth. The Downtown District is governed largely by Interstate 10, Highway 60 and Interstate 45. The District is operated under the direction of a 10-member board of directors whose primary focus is to leverage public funds with private resources to improve facilities and services, as well as to coordinate area improvements with widespread benefit above and beyond the level presently provided by local government or voluntary effort.



## HOUSTON FIRST CORPORATION

Houston First Corporation is issuing the effort to promote Houston as one of the great cities of the world. They represent the city's finest convention, arts and entertainment venues. A local government corporation formed in 2011, Houston First manages more than 10 occupied buildings and properties and parking for nearly 7,000 vehicles. These facilities include the Hilton Americas-Houston hotel, George R. Brown Convention Center, Jones Hall for the Performing Arts, Wortham Theater Center, Talmadge Building de Houston, State Outdoor Theatre, Houston First Ordinance Center, includes Jones Plaza and other venues and Theater District Parking. Houston First is responsible for the maintenance, operating and operation of these properties for conventions, trade shows and performances that enrich the lives of Houstonians.

HoustonFirst

## BUFFALO BAYOU PARTNERSHIP

Buffalo Bayou Partnership is the non-profit organization maintaining and transforming Buffalo Bayou, Houston's most significant natural resource. Founded in 1989, Buffalo Bayou Partnership is a 501(c)(3) geographic focus is the 10-mile stretch of Buffalo Bayou from Shepherd Drive to the Port of Houston. Thanks to the generous support of Foundations, corporations, individuals and government agencies, BGP has raised and managed more than \$1.80 million for the redevelopment and stewardship of the waterfront—spearheading award-winning projects such as Sabine Promenade and Esplanade Central Park, protecting land for future parks, constructing trails and bike paths, and operating comprehensive clean-up and maintenance programs.



## GREATER EAST END MANAGEMENT DISTRICT

The Greater East End Management District provides services and conducts capital improvements throughout the 18 square miles of the District. The services, funded by assessments paid by commercial property owners throughout the District, include public safety programs, an award winning graffiti abatement program, maintenance of major thoroughfares, and exposure of illegally dumped trash. The District's grant-funded capital program focuses on connecting neighborhoods and business to transit, and will result in \$1.1 million in improvements through 2017.



## CENTRAL HOUSTON, INC.

Since 1983, Central Houston has been the steward of Houston's vision for the redevelopment and revitalization of Downtown. Central Houston has contributed to the momentum by enhancing collaboration among public officials, developers and businesses. Central Houston has facilitated many of the public and private projects that have transformed Downtown over the past 34 years. Central Houston's leadership and oversight continue to play a critical role in Downtown. A catalyst for collaboration and coordination, Central Houston responds to the business community's needs as issues and solutions evolve over time.



## THE CITY OF HOUSTON

Founded in 1836, the City of Houston charter states that the City shall "enact and enforce all ordinances necessary to protect life, health and property, to prevent and summarily abate and remove nuisances, to preserve and promote good government, order, security, amusement, peace, quiet, education, prosperity and the general welfare of said City and its inhabitants." Through the Mayor's Office, Planning and Development, Public Works and Engineering, General Services, Housing and Community Development, and Parks and Recreation Departments, the City has a strong ability to implement projects, policies and programs and to leverage funding through loans, fees, assessments, taxes, grants and bonds.



## THEATER DISTRICT HOUSTON

The Houston Theater District plays an important role as the focus of arts, entertainment, cultural life and local identity for the City of Houston. The Theater District seeks to offer an immersive arts and cultural environment where the vitality of the performing arts spills into the streets, sidewalks and public spaces.



## GREATER NORTHSIDE MANAGEMENT DISTRICT

The Greater Northside Management District was formed to promote economic development, improve the quality of life for commercial property owners, and create opportunities for new development and begin providing services in August of 2008. Services are funded by an assessment on commercial property owners within district boundaries. The District provides a security patrol, graffiti abatement program, and maintenance/repair abatement program among other services. The District's Mission is to establish and implement projects and programs with widespread benefits that are beyond the ability of individual property owners to provide. The Houston Statement has been adopted by the Board to guide efforts as they develop, implement, and refine specific projects.



## DOWNTOWN REDEVELOPMENT AUTHORITY

The Downtown Redevelopment Authority (DRA) facilitated positive development of the area within the Tax Incremental Zone #1 (TIZ #1) boundaries. Tax increment dollars collected within the boundaries of the zone are reinvested back into the zone by providing financial incentives through income/property tax abatements designed to make Downtown Houston a place where Houstonians and visitors want to live, work and play. Created in 1990, the Zone originally consisted of nine city blocks located in the northwest quadrant of the Central Business District, but has expanded to include more than 80 blocks of Downtown. The Zone is scheduled to end on December 31, 2043.



## HARRIS COUNTY

With approximately 4,700,000 residents living in Harris County, it is the third most populous county in the United States. It is estimated that the County's population will increase to 5,600,000 by 2020. Covering 1,177 square miles, Harris County provides a broad range of civic services that currently include its Judicial System (Sheriff, Courts, and Jails), Hospital District, Flood Control District, Toll Road Authority and Sports Authority. Houston is the seat of Harris County, and Downtown is home to a broad base of County Departments. Harris County is governed by a County Judge and four County Commissioners. Downtown is located primarily within Harris County Precinct 1, with some areas of the Warehouse District in northern Downtown falling within Precinct 2.



## EAST DOWNTOWN MANAGEMENT DISTRICT

The East Downtown Management District is an organization focused on creating community building, quality of life, vibrant development, design, marketing, and maintenance in the EDo (East Downtown) District of Houston, TX. The District's services include Public Safety and Security, District Fleet Operations, Planning and Advocacy, Business Development and Media Relations, District Beautification, and District Administration. The 10 year Service Plan (2015-2026) is funded by special assessments paid by commercial property owners in the EDo District.



## MIDTOWN MANAGEMENT DISTRICT

The Midtown Management District (MMD) was created in 2009. The District, located within the District was a mixed-use urban area in need of revitalization and redevelopment. The mission of the District is to provide an economically vibrant urban destination where arts and culture thrive alongside businesses and residents in a safe, active, diverse neighborhood. The main function of the MMD is to create a safer environment by providing additional criminal law enforcement, serve as an advocate for constituents to ensure their concerns are made known and addressed, develop community based events and projects to assist in restoring more residents, businesses, and investments, and work diligently to encourage interaction between residents and businesses to continuously enhance Midtown Houston.



# PARTICIPANTS

Sylvester Turner – Mayor of Houston  
Ed Emmett – Harris County Judge

## Leadership Group

Jonathan Brinsden – Midway Companies | Buffalo Bayou Partnership Board and Central Houston, Inc. Board  
Jeremy Brown – Office of Harris County Commissioner, Precinct 1 | Downtown District Board  
Mark Cover – Hines | Central Houston, Inc. Board  
James Harrison – Harrison Kornberg Architects | Downtown Redevelopment Authority Board (TIRZ No.3)  
Don Henderson – DJH Consulting | Downtown District Board  
Andy Iken – City of Houston, Mayor's Office  
Perryn Leach – Houston Grand Opera | Theater District Houston Board and Central Houston, Inc. Board  
David Mineberg – Flagship Properties Corporation | Houston First Corporation Board  
Amar Mohite – Office of Harris County Commissioner, Precinct 1 | Midtown Management District Board  
Shahin Naghavi – Riverside Real Estate | East Downtown Management District Board  
Xavier Pena – Houston Endowment, Inc. | Downtown Redevelopment Authority Board (TIRZ No.3)  
Stephen Quetzada – Ogilvie, Deakins, Nash, Smoak & Stewart, PC | Greater East End Management District Board  
Jeanette Rash – Fast Tow | Greater Northside Management District Board  
Marchute Robinson – Office of Texas State Senator, District 13  
Ileana Rodriguez – HKS Architects | Central Houston Inc. Millennial Enterprise  
David Turkel – Harris County, Community Services Department (TIRZ No.24)  
Barron Wallace – Bracewell, LLP | Downtown District, Legal Counsel  
Patrick Walsh – City of Houston, Planning & Development Department  
Valerie Williams – Ernst & Young (retired) | Downtown District Board

## Steering Committee

Art Acevedo – City of Houston, Police Department  
Tolu Akindola – HFF Houston | Central Houston Inc. Millennial Enterprise  
Quincy Allen – Texas Department of Transportation  
Scott Allen – Kinder High School for the Performing & Visual Arts  
Carol Alvarado – Texas State Representative, District 145  
Claude Anello – Hughes Water Askensie – Old Sixth Ward Redevelopment Authority Board (TIRZ No.13)  
John Avon – Mail Bell Realty Company  
Tom Bacon – Lionstone Investments | Central Houston, Inc. Board  
Bo Basudry – St. Joseph's Medical Center  
Lauren Beck – Incarnate Word Academy  
Emily Blount – Alphaus Communications  
John Blount – Harris County, County Engineer  
Jacqueline Bosello – Fourth Ward Redevelopment Authority Board (TIRZ No.14)  
Dwight Boykins – City of Houston, Council Member, District D  
Marcel Brailthwaite – Houston Astros, Minute Maid Park  
Chris Brown – City of Houston, Controller  
Marilyn Brown – Coalition for the Homeless  
Ted Brown – Houston Rockets, Toyota Center | Central Houston, Inc. Board  
Janis Burke – Harris County Houston Sports Authority  
Barry Caldwell – Waste Management  
Douglas Cameron – Cameron Management | Central Houston, Inc. Board  
Chris Canetti – Houston Dynamo, BBVA Compass Stadium | Central Houston, Inc. Board  
Jim Casey – Trammell Crow  
Thomas Chang – The Abercrombie Company | Downtown District Board  
June Christensen – Society for the Performing Arts  
Susan Christian – City of Houston, Mayor's Office of Special Events  
Kerla Cisneros – City of Houston, Council Member, District H  
Alan Clark – Houston-Galveston Area Council  
Ellen Cohen – City of Houston, Council Member, District C  
Garnet Coleman – Texas State Representative, District 147

Allice Collette – The Heritage Society (retired)  
Steve Costello – City of Houston, Mayor's Office  
Thao Costa – SEARCH  
Maureen Crocker – Gulf Coast Rail District  
Matt Damborsky – Skanska USA  
Jerry Davis – City of Houston, Council Member, District B  
Terry Demahak – Resident, Hermann Lofts  
Homeowners Association  
Tammy Dowe – Spot on Public Relations  
Amanda Edwards – City of Houston, Council Member, At-Large #4  
Rodney Ellis – Harris County Commissioner, Precinct 1  
Diane Englot – CenterPoint Energy | Downtown District Board  
Jessica Farrar – Texas State Representative, District 148  
Tilman Fertitta – Landry's, Inc. | Central Houston, Inc. Board  
Maya Ford – FordMomentum!  
Paul Frazier – Central Houston, Inc. Board  
Jacob Frazzelle – Harris County, Engineering Department  
Elvira Fuentes – First American Title, NCS Houston | Central Houston Inc. Millennial Enterprise  
Bill Fulton – Kinder Institute for Urban Research  
Robert Gallegos – City of Houston Council Member, District I  
Irma Galvan – Irma's Restaurant | Downtown District Board  
Sylvia Garcia – Texas State Senator, District 6  
Dean Gladden – Alley Theatre | Theater District Houston Board and Greater Houston Convention & Visitors Bureau Board  
Ingrid Gomez – Hilton Americas | Central Houston Inc. Millennial Enterprise  
Ed Gonzalez – Harris County, Sheriff  
Paul Gayden – The Boston Consulting Group, Inc.  
Ashliea Graves – Houston Independent School District  
Jay Guerrero – Office of Senator John Cornyn  
Don Guter – Resident, South Texas College of Law  
Guy Hagstette – The Kinder Foundation  
Mark Hanson – Houston Symphony  
Bob Harvey – Greater Houston Partnership  
Shella Jackson Lee – United States Congresswoman, District 18  
Nathan Johnson – Antioch Missionary Baptist Church  
Jennifer Ju – Cardno Haynes Whaley | Central Houston Inc. Millennial Enterprise  
Sean Jump – Resident, Bayou Lofts  
Homeowners Association

Yoon-Joo Jung – Mayer Brown | Central Houston Inc. Millennial Enterprise  
Doug Kelly – Hilcorp  
Deborah Keyser – Resident, Stafford Keyser Bromberg  
Grace Kim – SP+ | Central Houston Inc. Millennial Enterprise  
Barbara Koslov – Office of Harris County Judge Ed Emmett  
Tom Lambert – Metropolitan Transit Authority  
Rhea Brown Lawson – City of Houston, Library Department  
Eugene Lee – Essex Commercial Properties  
Carol Lewis – Texas Southern University  
Frank Liu – Lovett Homes  
Jemina MacHarry – Houston Rockets, Toyota Center | Central Houston Inc. Millennial Enterprise  
James Edward Maloney – Resident, James Edward Maloney, PLLC  
Barry Mandel – Resident, Discovery Green Conservancy | Downtown Redevelopment Authority Board (TIRZ No.3)  
Nataly Marks – JP Morgan Chase  
Nick Masood, Jr. – American Liberty Hospitality | Greater Houston Convention & Visitors Bureau Board  
Tom McCasland – City of Houston, Housing & Community Development Department  
Deborah McNulty – City of Houston, Mayor's Office  
C.J. Messalah – City of Houston, General Services Department  
Dan Meyer – MC Management & Development  
Borris Miles – Texas State Senator, District 13  
Darryl Montgomery – Wells Fargo | Central Houston, Inc. Board  
Chuck Moore – CBRE, Houston Center | Downtown District Board  
Jack Morman – Harris County Commissioner, Precinct 2  
Mason Mote – Haynes and Boone | Central Houston Inc. Millennial Enterprise  
Karen Mulville – Resident, Midway Companies | Downtown District Board  
Laura Murillo – Houston Hispanic Chamber  
Hina Musa – Greater Southeast Management District  
Thomas Naule – The Tipping Point | Downtown District Board  
James Nelson – Houston Ballet  
Tom Nolting – Hyatt  
Hong Ogle – Bank of America | Central Houston, Inc. Board  
Larry Oliver – Chewon | Central Houston, Inc. Board  
Kathy Payton – Fifth Ward Community Redevelopment Corporation





**Samuel Pena** – City of Houston, Fire Department  
**Theola Petteway** – OST/ Almeda Corridors Redevelopment Authority (TIRZ No.7)  
**Jessica Phifer** – Resident, Christie's  
**Russ Poppe** – Harris County Flood Control District  
**Joe Probst** – Hess  
**Gordon Quan** – Quan Law Group | East Downtown Redevelopment Authority Board (TIRZ No.15)  
**Rudy Rasmus** – St. John's United Methodist Church  
**Scott Repass** – Organized Kollaboration on Restaurant Affairs, Little Dipper | Downtown District Board  
**Ed Reyes** – Hardy/Near Northside Redevelopment Authority Board (TIRZ No.21)  
**Ricardo Rivas** – Allied Orion Group  
**Abbey Roberson** – Texas Medical Center  
**David Robinson** – City of Houston, Council Member, At-Large #2 | Houston First Corporation Board  
**Judson Robinson** – Houston Area Urban League, Inc.  
**Robert Rodriguez** – Resident, Kirby Lofts Homeowners Association  
**Courtney Johnson Rose** – Greater Houston Black Chamber  
**Vanessa Sampson** – Fourth Ward Redevelopment Authority (TIRZ No.14)  
**Kimberly Schlanger** – Baker Botts | Central Houston Inc. Millennial Enterprise  
**Tom Segesta** – Four Seasons  
**Robert Sellingsloh** – Wulfe & Co. | Midtown Redevelopment Authority Board (TIRZ No.2)  
**Mandy Chapman Semple** – Houston Endowment, Inc.  
**Bill Sengelmann** – Camden Development, Inc.  
**Bishop George Sheltz** – Archdiocese of Galveston- Houston  
**Nicholas Shum** – Vinson & Elkins | Central Houston Inc. Millennial Enterprise  
**Christof Spieler** – Resident, Huitt-Zollars, Inc.  
**Frank Staats** – REIS Associates, LLC | Downtown District Board  
**Jennifer Stephens** – Tellepsen Family Downtown YMCA  
**Carter Stern** – Houston Bike Share  
**Katy Stewart** – Stream Realty | Central Houston Inc. Millennial Enterprise  
**Juliet Stipeche** – City of Houston, Mayor's Office  
**Hillary Swallen** – KPMG | Central Houston Inc. Millennial Enterprise  
**Vern Swisher** – Career and Recovery Resources  
**Anne Taylor** – Deloitte | Central Houston, Inc. Board  
**Barkley Thompson** – Christ Church Cathedral  
**Vi Tran** – Gardere | Central Houston Inc. Millennial Enterprise

**Alex Triantaphyllis** – Neighborhood Centers, Inc.  
**Gary Trietsch** – Harris County Toll Road Authority  
**Liz Unger** – Resident, Beaconsfield Homeowners Association | Downtown District Board  
**Brock Wagner** – Saint Arnold Brewing Company  
**Dave Walden** – Office of Harris County Commissioner, Precinct 2  
**Mike Waterman** – Greater Houston Convention & Visitors Bureau  
**Jeff Weatherford** – City of Houston, Public Works & Engineering Department  
**Jane Cahill West** – Super Neighborhood Alliance  
**Beth White** – Houston Parks Board  
**Donna Sims Wilson** – Smith Graham & Company Investment  
**Johanna Wolfe** – University of Houston Downtown  
**Terry Woolfe** – Kinder Morgan  
**Steve Wright** – City of Houston, Parks & Recreation Department  
**Richard Zientlek** – Union Pacific Railroad

## Partner Organizations Staff

**Michelle Ashton** – Midtown Management District  
**Angie Bertinot** – Downtown District  
**Veronica Chapa Gorczyński** – Greater East End Management District  
**Algenita Davis** – Central Houston, Inc.  
**Robert M. Eury** – Central Houston, Inc.  
**Lonnie Hoogeboom** – Downtown District  
**Ryan Leach** – Downtown Redevelopment Authority (TIRZ No.3)  
**Jacqueline Longoria** – Downtown District  
**Robert Lung** – Central Houston, Inc.  
**Kathryn McNiel** – Theater District Houston  
**Peter McStravick** – Houston First Corporation  
**Anne Olson** – Buffalo Bayou Partnership  
**Uchenna Onuzo** – Central Houston, Inc.  
**Rebecca Reyna** – Greater Northside Management District  
**Ian Rosenberg** – Buffalo Bayou Partnership  
**Diane Schenke** – Greater East End Management District (retired)  
**Anton Sinkewich** – East Downtown Management District  
**Dawn Ullrich** – Houston First Corporation





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